

Sales Management

THE MAGAZINE OF MARKETING

The Regional Sales Manager.

Loud, New Voice in Advertising

Page 33



**Meet
Mr. Gains**

Page 94



How to Launch a Marshmallow



Advertising Weathervane



Packaging's Wonder Child:

Aerosol



from one Ladies' Home Journal advertisement!



How Bancroft's color page in May issue turned play-clothes into pay-clothes for 32 top department stores!

Joseph Bancroft Sons & Company put one advertisement featuring "Everglaze Minicare" fabric in *one* issue of *one* medium—the No. 1 magazine for women, Ladies' Home Journal. That's all! And women cleared the racks of "America's First Family of Fabrics"—"Everglaze" easy-care cotton! Every participating store had to reorder...some twice, some *six* times and one re-

ordered twice a week for 8 weeks!

This is just one example of Journal selling power. Every day Journal advertisers in *every* category feel the force of Journalpower.

Reason? About half the women who shop in retail stores read and *believe* in the Journal. You just aren't giving your product a fair shake till you put women's No. 1 magazine at the *top* of your media list!

Never underestimate the power of the No. 1 magazine for women...

No. 1 in circulation • No. 1 in newsstand sales • No. 1 in advertising

Ladies' Home JOURNAL
A CURTIS PUBLICATION

the slipsheet

an informal "f.y.i." before you read the issue

For issue of August 21, 1959

TWO FORWARD STEPS toward product improvement are evident, physically, with this issue. First, notice the sparkling gloss inks on the covers of the issue. These inks contain their own varnish, so that colors--against the natural white of the paper--stand out in full bloom.

Second, notice the binding of this issue. We're introducing slotted binding, accomplished with glue and technical ingenuity--and not a single staple. Upshot is that the book opens flat and stays open (try it), gives spread advertisers a smooth flow of copy and illustration across the gutter. Every spread, therefore, has the mechanical and visual advantage of the revered center spread. We'd like your reaction.

* * * *

SOMETHING NEW EDITORIALY, TOO. That would be Mr. Gains, a fictionalized sales-minded executive who will express himself through full-page cartoons from now on. Turn to pages 94 and 95, let Mr. Gains introduce himself.

* * * *

THIS ISSUE (August 21, pages 78-80) carries the bi-monthly "Advertising Weather-vane" feature. It's an inventory-by-inventory rating of 48 key industries to show "advertising pressure ratings" for each--or extent to which each industry must reinforce ad & promotion budgets to move existing inventories.

To make these projections (or ratings), Sales Management calls upon 87 authorities, including the Department of Commerce, Census Bureau, Department of Labor, and other government agencies, plus trade associations, individual corporations, specialized magazines and universities. It's the consensus of these experts, plus our own consulting economist, Peter B. B. Andrews, that unless national advertisers immediately uncork a 10% boost in advertising and promotion over 1958 levels, they face the grim prospect of an inventory block-up, even in the shadow of the steel strike.

Among industries facing the biggest upsurge in ad expenditures are air transportation, men's clothing, gasoline & oil, house furnishings, TV and radio sets, office equipment. (Note the visual, graphic handling of this complicated subject, impossible to get across quickly through straight text.)

* * * *

IS THERE ANOTHER BUSINESS PUBLICATION with a full-time writer operating under the title and function of "Human Interest Editor?" Sales Management has one, Harry Woodward, who does much bright, human-side writing for us. Assumption: Sales-minded executives are human beings, have deep interest in the way their contemporaries live, work, relax. We call it the "whole man" philosophy of editing.

The Publishers

Sales Management

THE MAGAZINE OF MARKETING

630 THIRD AVENUE • NEW YORK 17, NEW YORK

YUKON 6-4800

"the slipsheet" is included only in complimentary copies.

Who Looks After the Other 27 Minutes?

For \$100,000, more or less, you can buy one half-hour of network television with three minutes' worth of commercials. And books have been written about the care, the prayer, and the talent it takes to get your money's worth out of those three minutes.

But unless the other 27 minutes attract and hold an audience, you may as well skip the commercials.

That's why one of the key jobs at the Leo Burnett Company isn't held by an advertising man. Our TV Story Editor is a showman. His job is to check every script before it's made into a program.

The job description says: "he must have a sound sense of showmanship, a good head for costs, and a solid feel for splicing nine minutes of quality entertainment between every minute of commercial."

He has, and it helps our clients get their full \$33,333.33 $\frac{1}{3}$ worth for every commercial minute.



We try to give the following clients their money's worth: ALLSTATE INSURANCE COMPANIES • AMERICAN MINERAL SPIRITS CO. • ATCHISON, TOPEKA & SANTA FE RAILWAY CO. • BROWN SHOE COMPANY • CAMPBELL SOUP COMPANY • CHRYSLER CORPORATION • COMMONWEALTH EDISON COMPANY AND PUBLIC SERVICE COMPANY • THE CRACKER JACK CO. • THE ELECTRIC ASSOCIATION (Chicago) • GREEN GIANT COMPANY • HARRIS TRUST AND SAVINGS BANK • THE HOOVER COMPANY • KELLOGG COMPANY • THE KENDALL COMPANY • THE MAYTAG COMPANY • MOTOROLA INC. • PHILIP MORRIS INC. • CHAS. PFIZER & CO., INC. • THE PILLSBURY COMPANY • THE PROCTER & GAMBLE COMPANY • THE PURE OIL COMPANY • THE PURE FUEL OIL COMPANY • STAR-KIST FOODS, INC. • SUGAR INFORMATION, INC. • SWIFT & COMPANY • TEA COUNCIL OF THE U. S. A., INC.



LEO BURNETT CO., INC.

CHICAGO, Prudential Plaza • NEW YORK • DETROIT • HOLLYWOOD • TORONTO

AUGUST 21, 1959

sell a
QUARTER
of a
MILLION



- ☒ professional businessmen
- ☒ discriminating buyers
- ☒ community leaders
- ☒ sports enthusiasts
- ☒ frequent travelers
- ☒ independent investors
- ☒ home-owners

sell a quarter
of a million
DOCTORS
every other
week in the

**AMA
NEWS**

The Doctor's own Newspaper

Published by the
American Medical Association

535 North Dearborn St., Chicago 10, Illinois

Sales Management

THE MAGAZINE OF MARKETING

August 21, 1959

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Improvement on Perforated Pages? Impossible!

Thousands of SM subscribers **would** have said it was impossible to improve on the perforated pages which have been a feature of SALES MANAGEMENT since October 15, 1954.

But examine this issue—and see if you don't agree that pages are easily, cleanly detachable, and will open up flat, which is impossible with those magazines bound with wire staples, as ours was prior to this issue.

Experiment, won't you, with the firmness and flatness of the new slotted binding, with the easy detachability of any page—and then drop us a note. We very much want to know whether the extra trouble and expense is justified by reader appreciation.

HIGHLIGHTS

SM ROUND-UP UNCOVERS NEW MARKETING TREND

Response of 630 of the country's marketing leaders reveals a mounting influence in ad planning and media selection on the part of the regional sales manager. Here are some of the reasons behind this fast-growing trend. Page 33

EUPHORIA—IN COW-LAND

Did you ever stop to think—when you sent back a tough sirloin—that maybe old bossy had the jitters on that last, long ride? No more, says Schering Corp., with our tranquilizer the cow will feel ducky . . . and your steak? Perfection! Page 74

JUST PUSH—AND WHOOSH!

From bug-killers to hair-slickers, the push-button barrage is sweeping the country . . . and they say we ain't seen nothin' yet. What is the potential of Packaging's amazing aerosol? And what are the industries it so unexpectedly affects already? Page 84

HELLO, MR. GAINS

After many years of dodging national prominence—not that it wouldn't please him, and blow him up a bit, but the fact is that no one really twisted his arm—Hugh G. Gains has hit the limelight! Page 94

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AUGUST 21, 1959



Retail ROP Color Linage

Chicago Tribune	285,550
Rockford Morning Star and Register-Republic	176,063
Chicago Daily News	174,505
Peoria Journal Star	91,468
Chicago Sun-TIMES	90,600
Chicago American	74,428

and advertisers around
the nation buy



In Rockford

Total ROP Color Linage

Chicago Tribune	706,171
Chicago Daily News	445,731
Rockford Morning Star and Register-Republic	263,893
Chicago Sun-Times	215,800
Peoria Journal Star	192,454
Chicago American	142,999

SEND FOR TYPICAL TEAR SHEETS

ROCKFORD, ILLINOIS

Best Test City

IN THE MID-WEST

ROCKFORD MORNING STAR
Rockford Register-Republic

BUY
Your Executive &
Business Gifts
DIRECT

from over 200 of
America's foremost
suppliers of
Business Gifts
at the

BUSINESS
&
CORPORATE
GIFT SHOW

SEPT. 28, 29 & 30
N.Y. Trade Show Bldg.

35th St. at 8th Ave.
New York City

Write for Complimentary
Admittance Badges to

Arthur Tarshis Associates
Show Management
12 W. 72 St. N.Y. 23, N.Y.

Sales Management

EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

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Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa. Walnut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.

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SALES MANAGEMENT



Air travel is today's **BIGGEST** sales incentive



If you are faced with an expanding need to move more goods, here's one answer that has proved successful throughout the country: a Pan American Travel-Incentive Program.

You can send your top salesmen to anywhere in the world—or around it—by Pan American. An expert Pan Am representative will map out complete details for a travel-incentive program best suited to your particular needs. He'll even show you color movies of the world's finest resort sites. And, your final low package rate covers every detail—like tips, insurance, even recreation activities.

Or, this year why not *hold your convention abroad*. Nowadays the best sales meetings "come to order" overseas. Imagine the response when you announce that your next convention will be held in Nassau, Puerto Rico, Bermuda (or in Europe, South America, Hawaii or the Orient now served by Pan Am's new giant Jet Clippers*)! Watch those sales figures shoot up after your salesmen return from a convention overseas.

Not only is an overseas convention a great morale-booster, but it gives your company added prestige. And, you'll be surprised to find that the cost is often less than conventions held in crowded domestic cities.

Pan Am, World's Most Experienced Airline, is prepared to handle every detail of your convention. For further information on both Travel-Incentive and Overseas Conventions, please write to Henry Beardsley, Pan American, Box 1790, New York 17, New York.

*Trade-Mark, Reg. U.S. Pat. Off.



**WORLD'S
MOST EXPERIENCED
AIRLINE**

FIRST ON THE ATLANTIC... FIRST ON THE PACIFIC... FIRST IN LATIN AMERICA... FIRST 'ROUND THE WORLD



In Philadelphia nearly everybody reads The Bulletin

The Evening and Sunday Bulletin, Philadelphia

ADVERTISING OFFICES: Philadelphia • New York • Chicago

REPRESENTATIVES: Sawyer Ferguson Walker Company in Detroit • Atlanta • Los Angeles • San Francisco

FLORIDA RESORTS: The Leonard Company • Miami Beach

Would You Sell to Russia?

Premier Khrushchev, in his visit next month to the United States, will have the opportunity to size up at first hand the degree of willingness of American businessmen to trade with the Soviet Union.

Since Premier Khrushchev wrote to President Eisenhower June 2, 1958, that "a positive solution of the question of Soviet-American trade would also be an important step toward a rapprochement between our two countries," the Soviet Union has been aggressively wooing American businessmen.

Deputy Premier Mikoyan, former Minister of Foreign Trade, talked trade at scores of private and public meetings during his two-week tour of the United States in January. Deputy Premier Kozlov, in his July visit, also talked trade.

Quietly, and with almost no attention from the press, the Deputy Minister of the Ministry of Foreign Trade, Michail Romanovich Kuzmin, who was here with Kozlov, met with Secretary of Treasury Anderson, Assistant Secretary of Commerce Kearns, and with numerous American businessmen.

These high Soviet visitors make it clear that they share this belief: American businessmen are willing—and perhaps eager—to trade but the American government prevents them.

If these Soviet officials assess the American businessmen's minds correctly they have learned a significant fact which has been a secret well kept from the business community.

Sales Management's executive editor told Deputy Minister Kuzmin, in Moscow last December ["Marketing in Moscow," Sales Management, January 16, page 36] that "it is the Soviet Union which is eager to trade with the United States," and not the other way around. Kuzmin conceded that it was possible American businessmen did not want to trade with the U.S.S.R. But he was openly skeptical of his American visitor's report on the indifference toward trade with the Soviet Union at this time.

In July, Kuzmin, near the end of his first visit to the United States, was asked if he had found American businessmen indifferent to trade with the U.S.S.R. Kuzmin, who had played host the day before to 250 business firms at a private showing of the Soviet Exhibit in New York City, replied with a relaxed, friendly smile, that he was convinced, at first hand, that Americans do want to trade.

Is Kuzmin right?

Could it be that what you say at the country club, or at your



people
REACT
to the
voice and vision
of NBC in
South Bend - Elkhart

call Petry today!

WNDU-TV CHANNEL 16
BERNIE BARTH & TOM HAMILTON

COVERS

CUSTOM DESIGNED &
MANUFACTURED •



FOR

CATALOGS
SALES MANUALS
SAMPLE BOOKS
RING BINDERS
SERVICE MANUALS
WALLPAPER BOOKS
PRESENTATIONS

THE S. K. SMITH CO.
2857 N. WESTERN AVE., CHICAGO 18

NEW YORK 17 CLEVELAND 13
LOS ANGELES 46

PEOPLE work—play—LIVE by RADIO!



WHO Radio Reaches From 18% to 35% of the Total Radio Audience in 93 "Iowa Plus" Counties, Sign-On to Sign-Off!

PAINTING or polishing, at work or play—radio is always close at hand. There's no other medium that sells *so often, so economically, so completely*. The "do-it-yourselfer" certainly can't mend screens while he watches television or reads a magazine or a newspaper.

But selecting believable, big-audience radio stations for your schedule is as important as radio's own special appeals.

WHO Radio is the very best in all Iowa—the station that is aggressive, alert, *alive!*

The 93-county area Pulse Report (Feb.-March, 1959) gives WHO Radio from 18% to 35% of the total radio listening audience—first place in every quarter hour sur-

veyed—the balance being divided among 88 other stations!

WHO Radio's superior facilities, personnel and programming pay off. WHO is a solid salesman—a "pro" that people BELIEVE. Ask your PGW Colonel for all the details on WHO Radio—serving *Iowa PLUS!*

WHO

for Iowa PLUS!

Des Moines . . . 50,000 Watts

NBC Affiliate

WHO Radio is part of Central Broadcasting Company,
which also owns and operates
WHO-TV, Des Moines; WOC-TV, Davenport



Peters, Griffin, Woodward, Inc., National Representatives

trade association meetings, is not what you say and think in the privacy of your office? Perhaps you would like to sell your products to Russia. Or if you do not particularly want to sell your products, you would not mind if your competitors did, or if companies in other industries sell theirs to the Soviet Union.

Is Kuzmin wrong?

If Kuzmin has brought a misconception to the United States, and found evidence here to justify it to himself, we owe it to realistic relations between our countries to set the record straight in a way that Khrushchev, Kozlov, Mikoyan and Kuzmin understand.

Chances are you have not thought much about trade with the Soviet Union. However, Premier Khrushchev's visit next month inevitably will focus attention on the role of trade in easing international political tensions. Trade will be a topic of conversation within your own company and among your friends. Your opinion will be sought.

A useful document, even for a sophisticate in foreign trade, is "U.S.-U.S.S.R. Trade Relations," issued in June by the Committee on Foreign Relations of the United States Senate. It contains the exchange of correspondence between Eisenhower and Khrushchev, answers prepared by the State Department to 21 questions, and a summary of current export control laws. For your copy write Sales Management, 630 Third Avenue, New York 17, N. Y.

Those Not-So-Dumb Foreigners

"An alarmingly large percentage of pace-setting products and designs now captivating the American market are originating in countries other than the United States."

The president of Hallmark Cards, Joyce C. Hall, continues with his indictment:

"Italy, France, West Germany, Japan—these and other non-complacent nations are stealing a march on the United States in creating products the American consumer wants to buy. American producers and merchants must be just as creative if they are to reverse the trend."

What foreign-created products, now popular in America come instantly to mind?

In autos, the Volkswagen.

In cigarettes, the filter.

In women's shoes, the Italian, narrow toe.

There are other products, less popular, but they are numerous enough in a wide variety of fields to support Joyce's charge. Once the United States had a wide lead in volume and quality over most foreign-created products. The spread is narrowing. We are being successfully challenged on many fronts. Soon, the auto industry will find out if European auto makers have opened up new car markets among additional people, or whether they are merely trading customers.

**Your Golden
Opportunity
to Increase
Sales!**

**THOMAS
REGISTER**



● The 50th Annual Edition will exceed any previously published, both in comprehensiveness, scope and value to its paid subscribers.

● It offers a sales potential unmatched in buyer-seller traffic, unequalled in sales producing inquiries ...booming in direct buying action. 50,000 items of 12,500 manufacturers will be on display.

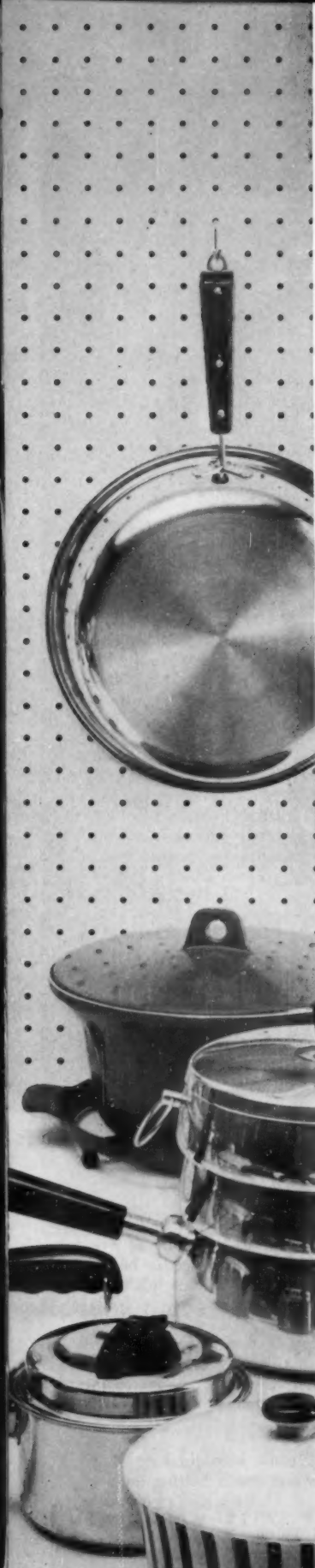
● Schedule YOUR products for front line attention now.

Thomas Publishing Company
ABC 461 Eighth Ave. • New York 1, N. Y. ABP



**Industry's No. 1 Marketplace
of Buying Action!**





What's cookin' in pots & pans?

Sizzling ideas from American Home, that's what. No mass magazine devotes a larger share of its pages to food, to kitchen planning, to home furnishing, to remodeling, to home building as American Home magazine. It's the magazine of pots and pans and plots and plans. The exciting, yet down-to-earth magazine that 12,000,000 home-minded men and women use to improve their homes and better their lives. It's the magazine that gets the millions you want—and gets them when they're ripe to buy.



AMERICAN
HOME

*A Curtis magazine read by 3,600,000 families
with a consuming interest in the home*



**THE ROCK ISLAND ARGUS
and
THE MOLINE DISPATCH**

are cooperating with food industry in

**TOTAL SELLING
FOOD PROMOTION**

1. These Quad-City newspapers are cooperating completely in this great nation-wide food promotion campaign. Sept. 14-26.
2. Quad-City food retailers are enthusiastically supporting this program locally in all its aspects.
3. Food manufacturers can add effectively to the impact by scheduling liberal space for this 3 way effort.

**TO SECOND LARGEST FOOD
MARKET IN IA. and ILL.**

1. The Quad-Cities rank next to Chicago, in the states of Iowa and Illinois, with total food sales of \$85,609,000.
2. Headquarters for Eagle-United chain of 30 stores.
3. Headquarters (district) for National Tea serving 40 stores.
4. Headquarters for many other important regional chains and independent buying groups.
5. Quad-Cities is one of the only 13 class B labor markets in USA. Now with 102,000 employed.

**WITH 57% OF FOOD
SALES ON ILLINOIS SIDE**

Schedule your advertising for Sept. 14-26 to cover 3 of the 4 Quad-Cities where 56% of Quad-Citians live well, eat well—and read . . .

**MOLINE DISPATCH
ROCK ISLAND ARGUS**

Not a Repr. — THE ALLEN-KLAPP CO.

Corporate Close-Up

maiden^{}form*

Sweet Dreams

"I dreamt I sold New York TV viewers in my Maiden Form bra!"

That's not a line from a magazine ad, but the current thinking—with obvious exceptions—of John Currier, vice president in charge of sales for Maiden Form Brassiere Co.

This week Maiden Form hit the New York City market with spot TV for the first time. The company will be using spot time on three TV channels through Thanksgiving to introduce the latest Maiden Form bra creation to New York women.

"This is the big test," says Currier, a large man with boyish good looks. "We've used TV for almost two years in several markets. We think we have the experience and confidence to take on New York TV. But the nagging question is still there: 'Can we sell bras on television in New York and make money?' It's a calculated risk—and a terrific one. We'll have the answer in three months."

The new bra, called the "Starflower," is getting a major part of Maiden Form's advertising and sales promotion investment. In his slow, deliberate manner of speaking, Currier disclosed that, "Our advertising and promotion budget for this fall is 20% higher than last fall." Much of the increase is in TV.

"But if TV is to be sold thoroughly," Currier emphasizes, "it must have maximum support throughout the entire marketing operation." And Currier is giving it the full treatment. He has expanded his sales force, excited his sales team, created in-store displays, readied extra stock, trained the clerks in retail outlets. And the new bra has been "very successful" in extensive pre-market tests.

Spot TV is just part of the picture. "It will be thoroughly supplemented," explains Currier, "with newspapers, co-op ads, outdoor advertising and, especially, our terrific magazine franchise." The ad theme, "I dreamt I did such-and-such (like climbing Mount Everest) in my Maiden Form bra," has long been a standout in national magazine advertising.

"We're still looking for the right mix of advertising," says Currier. "We conduct a continuing testing program. We regard magazines as a big tent over the country. Then we supplement that with newspapers, spot TV, outdoor advertising, co-op advertising. Finally, we measure the results."

"This is all part of doing our business in a more knowledgeable way—to measure one against the other. We are trying to localize our risks, to reduce the element of risk as much as possible."

Maiden Form is "the No. 1 bra in the country," says Currier. Digging out the "Consolidated Consumer Analysis," a study of five million families in 21 markets, he smiles, "the evidence is here." And there it is—Maiden Form solidly entrenched in first place in every market.

"We're doing everything possible to stay in first place," declares Currier. "We've put a huge investment in this new bra, and we'll put in a lot more this fall. The big question is whether the increases in sales volume from TV will pay off in higher profits. We just don't know."

Well, we don't know either. But we can't help thinking that Currier's risk ("don't call it a gamble") is one worth betting on.

these
figures
never
lie!



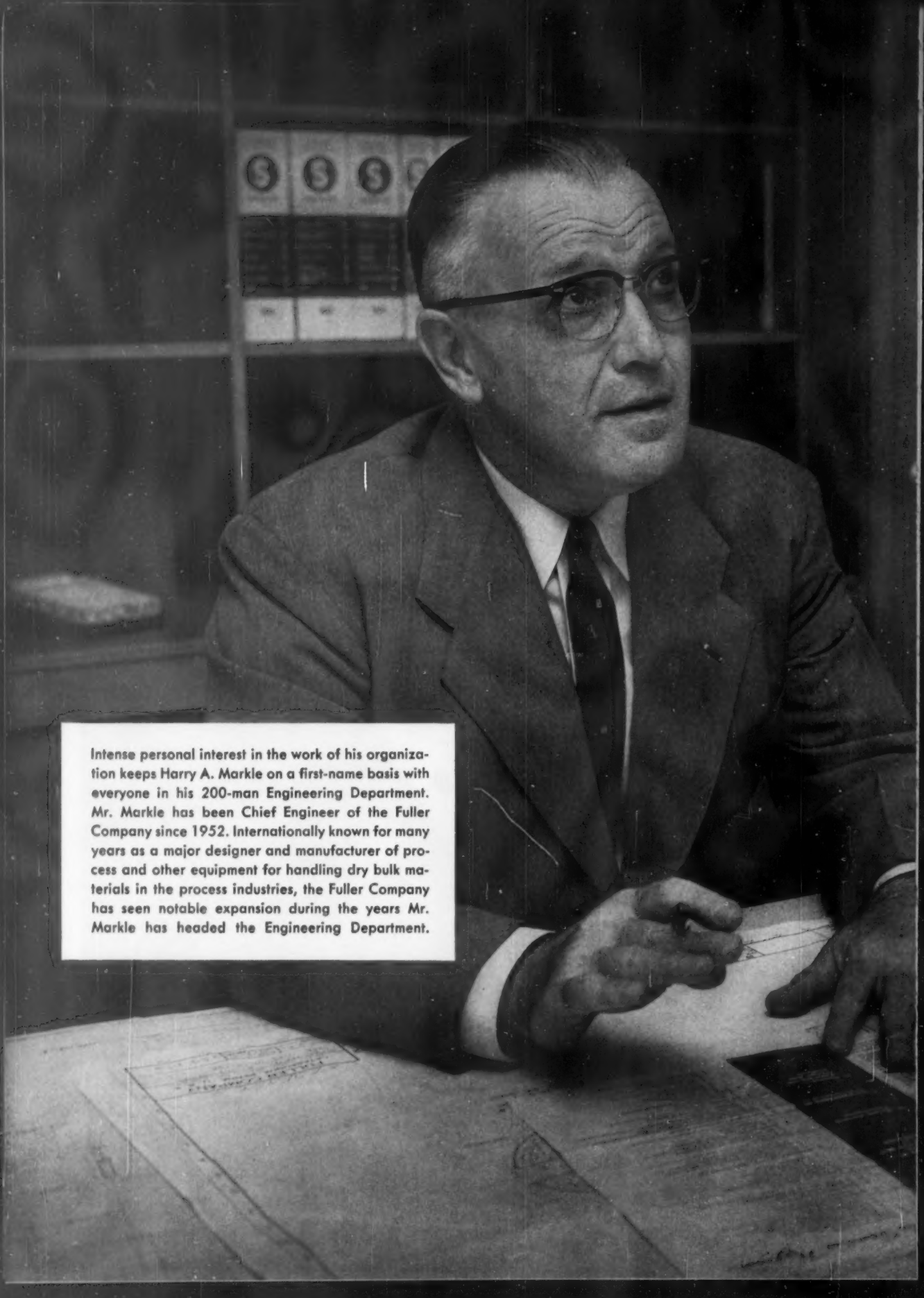
NOV 12 7119

\$ 000.47Gr
\$ 000.62GrB
\$ 000.50PrB
\$ 000.17PrB
\$ 008.93WtB
\$ 005.32WtB
\$ 005.27WtB
*\$ 021.28TLB

Nothing moves so much goods—so soon as
advertising in newspapers—or in their Sunday
magazines. Local retailers prove that every day.



PARADE . . . The Sunday
Magazine section of more
than 60 fine newspapers
reaching 9½ million
homes every week.



Intense personal interest in the work of his organization keeps Harry A. Markle on a first-name basis with everyone in his 200-man Engineering Department. Mr. Markle has been Chief Engineer of the Fuller Company since 1952. Internationally known for many years as a major designer and manufacturer of process and other equipment for handling dry bulk materials in the process industries, the Fuller Company has seen notable expansion during the years Mr. Markle has headed the Engineering Department.

How to put your products at buyers' fingertips

Comments the Fuller Company's Chief Engineer:

“Our design and production load has been accelerating rapidly. This has put inevitable pressure on us to make a wide range of product selections fast and accurately. When this happens to any engineering organization, the importance of manufacturers' catalogs is very forcibly demonstrated. It's almost impossible to do an efficient selection and specification job without them.

“It is this singular value of catalogs that makes engineers so anxious for marketing men to devote real attention to the job of giving us the kind of catalogs we want, and making sure we have them when we need them.

“Many manufacturers are already doing so by employing Sweet's Catalog Service. Every catalog in a Sweet's File is easy to locate and use, and always within a few steps of everyone in our Engineering Department.

“Catalogs in classified, indexed, and bound collections are a great boon. I don't think there are many engineers who do not want as many manufacturers' catalogs as possible in these Files. They are certainly the most efficient system for providing us with essential product information.”



SWEET'S CATALOG SERVICE

Division—F. W. Dodge Corporation
119 West 40th Street, New York 18
Service offices in principal cities

Sweet's helps you market—the way industry wants to buy

FOR THE **LIFT** YOU LIKE IN FOOD SALES

Now, a Weekend Food Guide greet's The Inquirer's 667,000 women readers, every Thursday

It happens every Thursday . . . hundreds of thousands of women eagerly reach for a new section that's devoted exclusively to FOOD.

The lift-out Weekend Food Guide, printed in color and black and white, spotlights food features for the planning, buying and preparing of better family meals. And women love it!

Of course, the food ads—your food ads—have a powerful effect on their buying.

To put *your* brand in this happy atmosphere, schedule The Inquirer's Weekend Food Guide. You'll like the lift in sales.

For all facts and figures, send for the extract of "Philadelphia Newspaper Analysis" by Sindlinger & Company, Inc.



The Philadelphia Inquirer

**Good Mornings begin with The INQUIRER for
1,406,000 adult daily readers**



NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Andover 3-6270

DETROIT
RICHARD I. KRUG
Fenoscot Bldg.
Woodward 5-7260

SAN FRANCISCO
FITZPATRICK ASSOCIATES
155 Montgomery St.
Garfield 1-7946

LOS ANGELES
FITZPATRICK ASSOCIATES
3460 Wilshire Boulevard
Dunkirk 5-3557

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

Radio Tops TV

Radio-listening pulled ahead of TV-viewing early in July and if trends hold true it will keep that position through the end of this month. The report is from Sindlinger & Co., which has been conducting some surveys on the attention that these two media are getting from the American public.

During the week ending July 9, radio-listening garnered a daily average of 79.4 million Americans (12 years and older), whereas 78.6 million persons viewed television daily during the same period. Of the people interviewed by the Sindlinger organization, 62.4% had listened to radio "yesterday," whereas 61.8% watched TV "yesterday."

Daily radio-listening, during the week ending July 16, was attributed to 62.2% of those interviewed and TV-viewing to 61.3%. During the week ending July 23, radio accounted for 62.3% and television for 60.6%. Roughly 30% of the total daily listening was done with auto radios; 12.5% attributed to portable sets.

Radio has passed TV on only two other occasions. During the political conventions of 1956, radio listenership was higher for one week. In 1957, just prior to the release of pre-1948 movies to the television industry, radio again was higher.

According to the Sindlinger organization, radio listenership usually increases during the summer, with the high point coming in the last two weeks of August. Last summer, radio listenership was up over the previous year, but was not able to outdraw TV.

Manufacturers Pay Half

The volume of retail food advertising by chains and voluntary and cooperative buying groups now totals an estimated \$400 million per year. Some 44% of this, or \$176 million, is reimbursed

by cooperative advertising allowances of food and grocery manufacturers. The figures are projections from a national study conducted by Food Topics.

Other facts uncovered:

- Grocery chains allocate 45 to 50% of their sales promotion budgets to retail advertising. The remainder is spent for trading stamps, premium plans, couponing and other promotion devices.
- Total advertising budget for chains (including promotion) amounts to 2% of sales.
- Cooperative advertising is a major factor in these product classifications: Soaps and detergents, cooking and salad oils, canned foods, crackers and cookies, laundry aids, paper products, frozen foods, lard and shortening, macaroni products, tea.

Direct Mail Triumph

Do doctors read direct mail pieces?

Evidence that they do when their interest is aroused is indicated by the return achieved in a recent mailing to 1,800 members of the American Society of Dermatologists by The Barbasol Co. The piece, entitled "Lather Shaving and Skin Antisepsis," chalked up a record 42% return.

Addressed to every dermatologist in the country, it announced the addition of "bithionol" to Barbasol Presto Lather shaving cream. It described the skin benefits to be derived from regular use of the new Barbasol in the daily shaving routine . . . especially by teenage men with skin problems connected with new beard growth. Free samples were sent to doctors who mailed in the reply card. Copy was long. Layout was attractive and functional. Recipients: the "most-mailed-to" men in America.

Who Slipped Up?

With the American economy and the nation's way of life so strongly wedded to the effective use of advertising to move products, you'd think the average high school student would understand its role.

But that's not the case. In a survey of student attitudes, conducted among 5,000 senior high school subscribers to Scholastic Magazines, close to half the students (47%) believed that prices would be lower if all advertising were eliminated! Some 33% thought prices would be higher, and 18% said they would remain about the same.

Wonder how the teachers would score on a similar poll? Or is business at fault for not doing a better job of educating the public at large?

Admiral's Siragusa Sees Red

"Television Receiver-Admiral" said a card atop a Russian TV set being displayed at the Soviet Exhibition of Science, Technology and Culture in New York City.

"Nyet!" said Ross Siragusa, president of the Admiral Corp., U.S.A.

Siragusa, in the company of Admiral Corp. lawyers, prevailed upon the State Department to persuade the Russians to remove the nameplate, "Admiral," from the receiver. The Russians — perhaps setting an international precedent — agreed. In fact, they removed the whole set.

While the Soviet Union is not a signatory to the International Trademark Agreement, Siragusa pointed out that the mere display of the TV set, bearing the Admiral name, on American territory constituted an open infringement of the company's registered trademark. "After all," he added, "we've invested \$125 million in advertising the Admiral name."

Actually, it appears that the Russian "Admiral" can do no harm to the American Admiral since

all the market areas for the U.S. product are hosted by countries which have subscribed to the International Trademark Agreement.

No doubt the Russians will manufacture and sell their "Admiral" in Russia as well as in its satellite circle, "but," says Siragusa, "while we manufacture and sell Admiral television receivers and other products in 90 countries throughout the world, we do not want anyone to think we are manufacturing or offering our products for sale in Russia."

For Americans, personal property is just that — personal! In this country, that applies to corporations as well. Let the Russians call their set "The General" or, better yet, "The Commissar."

The Threat of Foreign-Made Goods

Some 65% of industrial firms (of all types and sizes) surveyed by Mill & Factory magazine report that foreign-made products compete with their manufactured products . . . and the competition is increasing.

What will be the effect? 53% see the elimination of certain U.S. industries. 62% envision increased unemployment. 75% anticipate loss of domestic markets.

Tariffs should be increased, say 74%. But, 31% of these same respondents note that their companies buy foreign-made materials or products for their own use. Why? Lower price (61%). Better quality (32%). Availability (22%). Can't get in U.S. (15%).

INTERESTING, IF NOT SIGNIFICANT . . .

It's strange but true: One of the nation's million-dollar advertisers is an association. The New York Stock Exchange, for the third consecutive year, will spend \$1,250,000 for advertising in magazines and newspapers . . . 84% of grocery buying power is concentrated in fewer than 1,800 buying offices, says Progressive Grocer.



LAST YEAR, a thief stole money from 160 million people—including you. He stole some of your food money, some of your savings, some of all the money you earned. He stole some the year before last, and the year before that. Unless something is done, he'll keep on stealing.

Who is the thief?

Call him "Inflation," "High Cost of Living," "The Shrinking Dollar," anything you like.

But what is important is the historical fact that in any country where this inflationary process has been carried to a conclusion, the result has been depression; not "recession," but *depression*—a dark, agonizing period of hardship, poverty and suffering, often leading to revolution and dictatorship.

How can we stop the thieving of inflation?

THERE IS A CURE. Something can be done about inflation. All of us can help, including business, government and labor.

THE GOVERNMENT can help by living within its income.

BUSINESS should be both judicious and responsible in its pricing and also in its profit-taking.

LABOR should be both judicious and responsible in basing its requests for increased pay on a reasonable share of the gains from increased productivity.

WE THE PEOPLE must not demand that government spend money for improvements—new roads, schools, recreation areas—and then balk at paying for them through the necessary increased taxes.

To anyone who studies this phenomenon of rising prices and shrinking money, one thing soon becomes clear:

The problem stems in large part from the desire of groups or individuals to advance their own interests, and the devil take their fellow citizens and the country as a whole.

Once this is recognized we believe that inflation won't be just one of those things the government and the bankers worry about. Inflation will be something that everybody will do something about.

YOUNG & RUBICAM, Advertising

NEW YORK • CHICAGO • DETROIT • SAN FRANCISCO • LOS ANGELES • HOLLYWOOD • TORONTO • MONTREAL • MEXICO CITY • SAN JUAN • CARACAS • LONDON • FRANKFURT • GENEVA



DOES HIS SELLING BOG DOWN AFTER

It's human nature for a salesman to let up once he succeeds in making a prospect a customer.

But the sales executive at headquarters knows better. He knows—in the lumber and building material dealer field—that to stay on top you have to stay on tap—selling, selling, selling.

What's more, he knows he can't rely completely on his field men to do this. That's because the dealers they call on have three times as many salesmen calling as before; and dealers have less time to see the few they do see.



THE PROSPECT SAYS "YES"?

Consider the number of new product categories now handled by the lumber and building material dealer—to say nothing of the increased number of manufacturers in the old, familiar categories!

Small wonder the companies really forging ahead in sales—and getting thoroughly entrenched with the trade—are the very ones that rely on strong supplementary selling in the magazine their dealers live by: **BUILDING SUPPLY NEWS**.

These companies use sizable space to dominate—to do what their salesman should do or

would do—if he had the chance.

Why is BSN the ideal vehicle for such a man-sized job? Because dealers and manufacturers alike have long acknowledged its No. 1 position in the field. BSN makes 25,000 sales-contacts every month; does the work of many salesmen at less than the cost of one good salesman. It reaches and teaches more dealer establishments; serves them better.

It is picked by more advertisers, carries more advertising, than any other magazine reaching lumber and building material dealers. Best of all, the cost is small. In fact: the lowest!

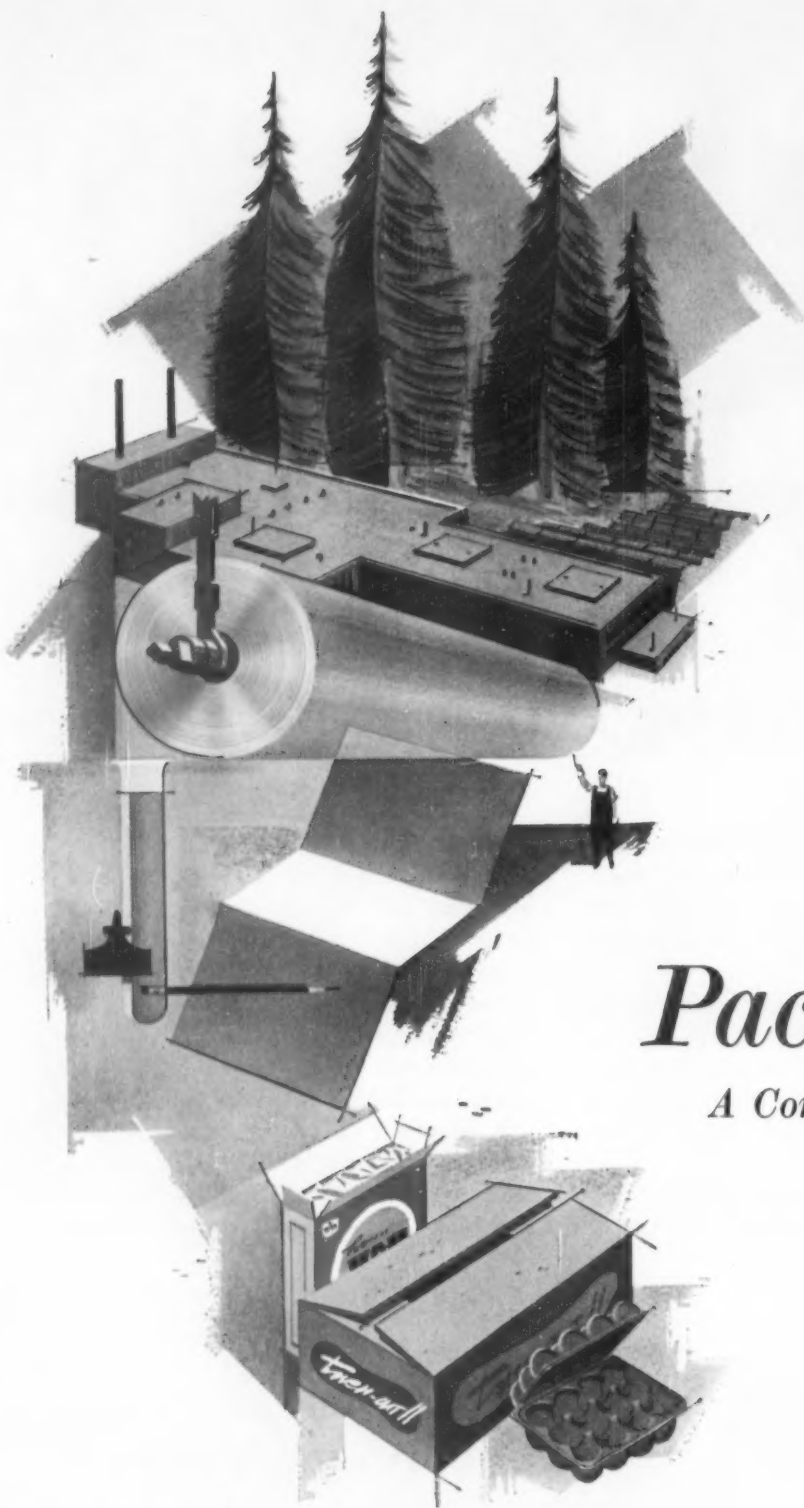


BUILDING SUPPLY NEWS

One of America's Great Merchandising Publications

Published at Building Industry Headquarters, home of PRACTICAL BUILDER and other leading building industry magazines. Other offices in Cleveland, New York, Miami, San Francisco, Portland and Los Angeles.

© Industrial Publications Inc., 5 South Wabash Avenue, Chicago 3, Illinois



Packaging

A Completely Integrated

Cartons • Containers • Displays •

SALES MANAGEMENT

American Box Board Company,
Central Fibre Products Company and
The Ohio Boxboard Company

Announce Their Merger, Forming...

Corporation of America

National Network of Packaging Services

Users of packaging, whether their requirements are large or small, regional or national, can now benefit from the expanded services offered by Packaging Corporation of America. Complete integration — from vast timberlands, through 8 mills and 41 converting plants — assures dependable delivery . . . consistently high product quality.

Each of the merging companies — all approximately equal in size . . . each a major supplier in its own region — brings its own special productive abilities. Now, Packaging Corporation of America offers the coordinated facilities, the broad geographic coverage and the talents of over 7,000 experienced men and women as a complete packaging service.

Packaging Corporation of America,

Administrative Offices: Grand Rapids, Michigan; Quincy, Illinois; Rittman, Ohio.

Egg Packaging Products • Molded Pulp Products • Paperboards

Here's the SURE way to ALL of the Big

Via circulation that stems from
no other source but a
MARKETABLE editorial product

THIS is the book that is edited for, 100% paid for, and read by the engineers and contractors who identifiably do heating, piping and air conditioning work . . . the ones who specify *and* buy. Singly, or in combination, these factors (shown above) purchase-control every job in the industrial-big building field. Your advertising in HEATING, PIPING & AIR CONDITIONING meets them face-to-face plus the leading wholesalers and OEM's. Pure circulation . . . responsible circulation! Don't settle for less. Choose HP&AC — well worth your advertising dollar because it has proved well worth the reader's dollar. • Highest quality 100% paid ABC circulation. • Leads in number of editorial pages. • Leads by over 2 to 1 in advertising volume. • Has more advertisers and is used on an exclusive basis by more advertisers. KEENEY PUBLISHING Co., 6 N. Michigan, Chicago 2, Illinois.



right idea—wrong tactics

"Everybody Bought the Product but the Public," in the June 5 issue of Sales Management, shows how marketing men fail to realize, when they talk about using judgment instead of research, that their failure in judgment is in choosing the research.

The Analoze marketers (Bristol-Myers Co.) did not show that research is not as good as judgment; they merely showed that they used very bad judgment in choosing the type of research. In an age of psychoanalysis, psychology, sociology and modern anthropology, they considered playbacks, readership interviews and panels of housewives as procedures for determining consumer attitudes.

Some companies are using controlled research with tests conducted on an unconscious level for determining consumer attitudes and preferences . . . They used a consumer panel, disregarding the fact that when consumers are asked to judge a product they are no longer behaving as typical consumers.

"A revolutionary first claim—works-without-water." Because it was revolutionary, did that mean it was good? Since when is everything that is revolutionary, good?

"The results from the ads were most gratifying." What results? The ads had high recall scores. Did that mean that they would cause consumers to accept the product?

"The test markets were scientifically selected," but neither the product, its use, nor the package were scientifically tested. The brand name, Analoze, was obviously chosen on the basis of judgment—"good seat of the pants judgment," no doubt . . . The same kind of judgment our grandfathers had when business was not competitive as it is now and psychology was in its infancy.

After a huge expenditure, they found out that there was "no consumer interest, no motivation to buy." After all this waste, they found out that "people wanted to take their tablets with water."

The marketers of Analoze did not know that consumers cannot talk about buying motives because they are not aware of their reasons for buying or will not talk about them because they feel guilty about

their irrational behavior. They found out the hard way that what people say is not the same as what they do.

Even now, the marketers of Analoze obviously still do not know that this fiasco could have been avoided. And judging by the article in Sales Management, they still don't know what to do about eliminating the risk in future.

Louis Cheskin

Director
Color Research Institute
Chicago

► Bristol-Myers preferred not to debate reader Cheskin's statements.
(continued on page 26)

July 10—and Perforation

In the July 10 Survey of Industrial Buying Power (page 8), the editor wrote, "This year our Dr. Jay M. Gould and his staff, along with Peter B. B. Andrews, our consulting economist, deserve an accolade for further pioneering."

To which J. A. McIlhenny, v-p, marketing, The Electric Storage Battery Co., Philadelphia, and 1959-60 president, National Sales Executives International, Inc., adds:

"Tell 'em I think so too! Splendid piece of work which cannot help but be useful to many of us."

"By the way, what happened to the perforating machine?"

What happened to the perforating machine is explained in this issue, on several pages under headings "Look Ma, No Staples!" and "Improvement on Perforated Pages? Impossible!"

As one of the cigarette companies advertises, "They said it couldn't be done." But we've done it. Do you agree that the new slotted binding with the combination of lie-flat and easy-detach features is a real improvement over stapling and perforation?

\$14⁹⁵ buys
Airequip
**ULTRAMATIC
SHOW-HOW
FOR YOUR
SALESMEN**



AIREQUIP ULTRAMATIC

dramatizes your sales approach, your service features with color slides. Slides change automatically with the flick of a finger! Slides are protected in sequence in compact magazines ready for instant use. Available at camera stores everywhere.

Ultramatic Viewer	\$14.95
Additional Magazines	75¢ each
Carry Case for Viewer and up to 8 magazines	\$5.95

Airequip Mfg. Co., Inc., Dept. SM-8
20 Jones Street, New Rochelle, N. Y.

Please send descriptive literature on the Airequip ULTRAMATIC SLIDE VIEWER.

Name _____
Company _____
Address _____
City _____ Zone _____ State _____

AQ71

FOOD SALES UP 33%

Food Sales in the Troy, N. Y., City Zone have risen 33% since 1950. The 1950 total of \$39,177,800 is overshadowed by the 1958 figure of \$52,389,000 (Sales Management Survey of Buying Power).

The rate of growth is 4% a year. A steady, healthy climb in the market where retail sales are edging upward at the rate of 2½% a year.

Are you taking advantage of the higher food sales potential in the Troy Market? We urge you to participate in the special Better Meals section of The Record Newspapers in September.

THE RECORD NEWSPAPERS

TROY, N. Y.

CIRC. 47,906

what a difference a % makes

... There is one slight discrepancy [in the July 10 Survey of Industrial Buying Power, "Manufacture of Food & Kindred Products," page 86] which I believe should be called to your attention. In the last paragraph, the statement now reads, "In our opinion, only about 50 to 60 of the salesmen . . ." My actual statement was, "In our opinion, only about 50 to 60% of the salesmen . . ."

We have many, many salesmen call on us, and I would not want these good people to get the idea that I consider so few of them to be good representatives of their companies.

H. H. Cagle
General Purchasing Agent
Carnation Co.
Los Angeles

► SM stands corrected, with apologies to author Cagle—and the maligned salesmen of the food industry—for the missing %.

leftover income—to spend

There is considerable difference of opinion among Green Bay businessmen on the meaning of "Effective Buying Income," as you use it in your area reports on retail sales ["High Spot Cities," appearing in the first issue of the month].

A definition will be appreciated.

Crane Murphy
Editor-Publisher
Farmer's Friend Newspaper
Green Bay, Wis.

► Effective Buying Income is our name for what some people call "disposable" income, meaning the income that is left over after the payment of income taxes.

sauce for the goose

We enjoyed reading the article "There's More to Motivating Salesmen than Money," which appeared on page 38, Sales Management, July 3, and found it particularly pertinent to the subject of Army recruiters and recruiting.

May we please have your permission to reprint this article, with proper credits, in a future issue of the RECRUITING Journal, the house organ of the Army Recruiting Service?

Wm. M. Gold
Colonel AGC
Department of the Army
Office of the Adjutant General
Washington, D. C.

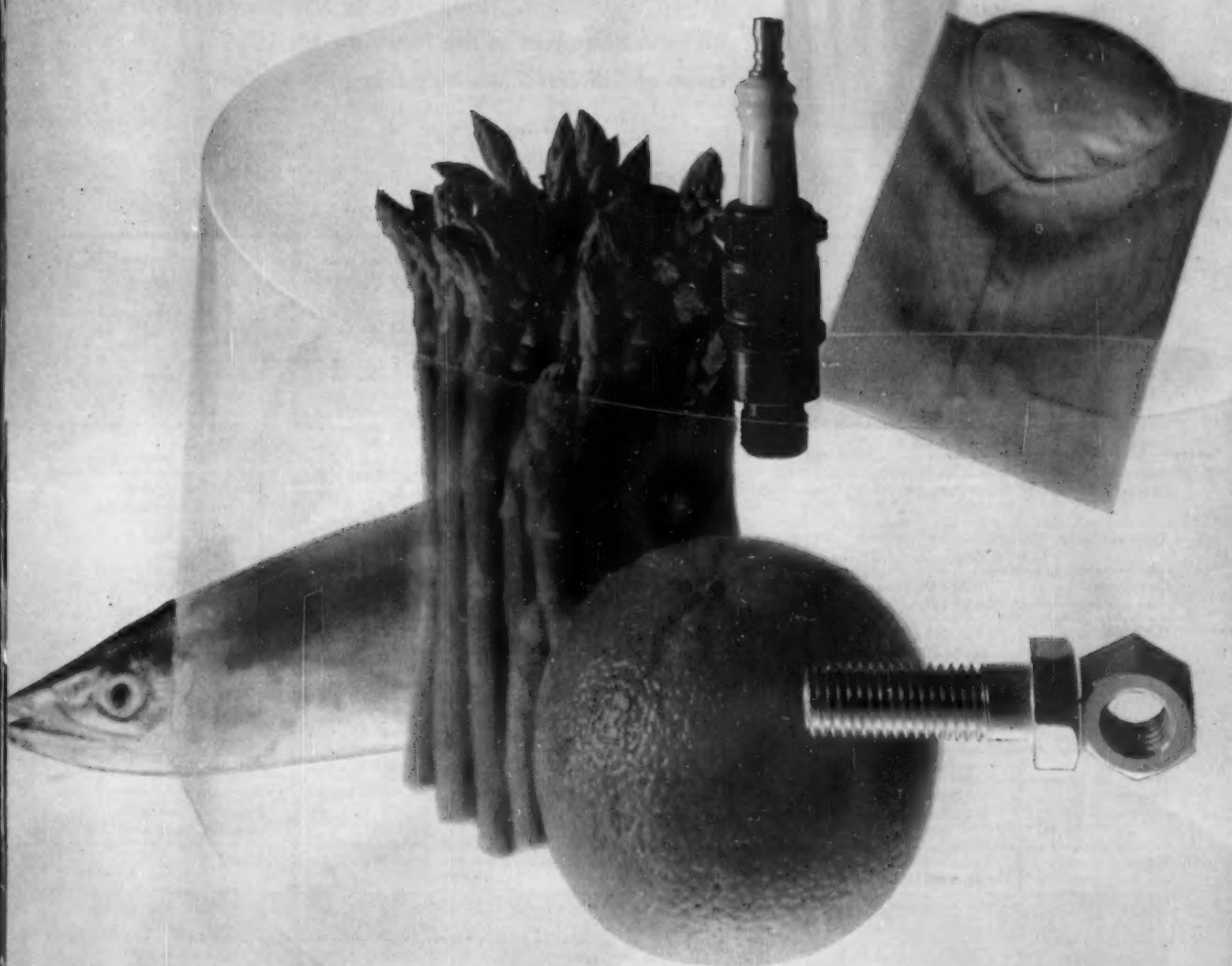
Packages for Performance

DOBECKMUN maintains the largest inventory of creative packaging ideas in the United States. Leader in polyethylene for packaging, Dobeckmun has refined this most versatile film into a durable, low-cost packaging medium of plate glass clarity and printability. Learn how Dobeckmun *packaging power* can generate increased sales for you by displaying your product to its best advantage. Call the Dobeckmun representative nearest you.



The Mock Seed Company markets wild bird seed in Dobeckmun polyethylene packages. Says Mock, "In snowy, wintry weather, this package holds the same appeal for customers as the contents do for our feathered friends."

DOBECKMUN



Polyethylene: Hardware, soft goods and foodstuffs—all this vast variety of products are favored with the eye-catching protective qualities of Dobeckmun polyethylene packaging. Make light work of loading and fast work of moving goods with heat-sealing, non-blocking polyethylene of superior transparency, engineered for Dobeckmun packages for performance.

The Dobeckmun Company • A Division of The Dow Chemical Company, Cleveland 1, Ohio • Berkeley 10, California • Offices in most principal cities.



"Don't sell space,

John Veckly, Director, Advertising Division
*United States Steel Corporation, addressing the Spring Meeting
 National Business Publications, Phoenix, Arizona, April 15, 1959.*

O.K., Mr. Veckly, here are a few of the "reader action" comments, as reported by Starch interviewers, on advertisements in the February 16, 1959 issue of PURCHASING Magazine:

PRODUCT	ADVERTISER	ACTION	BY:
Lift Truck	Clark Equipment Co.	We had a sales representative come in and give us a review of their materials handling equipment. We are now giving them a chance to bid.	Purchasing Agent Aircraft Valve Mfr.
Vehicles	Studebaker-Packard Corp.	I just inquired of the local agency about leasing the Lark because we lease cars in our business.	Purchasing Agent Steel Treating Firm
Fasteners	Parker-Kalon Div. General American Transportation Corp.	Looked up the local distributor in this ad's directory and discovered he was a man with whom I had been doing business for a long time. I called and asked him to see me.	Purchasing Agent Electric Service
Tools	Black & Decker Manufacturing Co.	I wrote for literature and prices.	Buyer Steel Fabricator
Staplers	Bostitch, Inc.	Just purchased Bostitch stapler equipment.	Purchasing Agent Electrical Products Mfr.
Stainless Strip	Crucible Steel Company of America	After reading the ad, asked the salesman to call.	Purchasing Agent Bridge Builder
Containers	Gaylord Container Corporation	I called the local distributor and placed an order after seeing this magazine.	Purchasing Agent Refinery
Extinguishers	American La France Div. of Sterling Precision Corp.	I called the sales representative. We are buying squeeze-grip extinguishers for our new research building.	Purchasing Agent X-ray Machine Mfr.
Bearings	Bearings, Inc.	We just bought bearings from Bearings, Inc. Until we saw this ad, we had planned on buying the bearings elsewhere.	Purchasing Agent Steel Treating Firm
Shipping	Emery Air Freight	I called and checked freight rates after seeing this ad.	Purchasing Agent
Towels	Fort Howard Paper Company	Placed an order for towels for our washroom, and napkins for our cafeteria.	Assistant Purchasing Agent Precision Tool and Construction Equipment Mfr.
Motors	General Electric Co. Apparatus Division	As a result of these ads, I recently bought a motor.	Buyer
Chairs	Royal Metal Manufacturing Company	We purchased some chairs as a result of the ad.	Purchasing Agent Bag Manufacturer
Tubular Rivets	Tubular Rivet & Stud Company	Have contacted the company and we are buying from them.	Purchasing Agent Automotive Equipment Mfr.
Retaining Rings	Waldes Kohinoor, Inc.	We had been searching for two months for this type of washer when we finally found it in this ad, listed as Nos. 5131 and 5133.	Purchasing Agent Posters
Sealant	American Sealants Co.	Placed an order after seeing the ad.	Purchasing Agent Molding, Plastics & Rubber

sell advertising effectiveness"

PRODUCT	ADVERTISER	ACTION	BY:
Ammonia	Armour Industrial Chemical Co.	Made a note to keep this in mind. We now buy ammonia from another company because I did not know that Armour made ammonia until I saw this ad.	Purchasing Agent Mining Company
Pens	Esterbrook Pen Co.	I have made an inquiry as to how many of these pens we need and will order.	Purchasing Agent Electrical Service
Rotary Compressors	Fuller Company	Wrote for more information because we will be buying a compressor very soon.	Purchasing Agent Machinery Mfr.
V-Belts	Gates Rubber Company	I discussed with my man the fact that Gates makes a new compact drive. We will definitely refer to this in the near future.	Purchasing Agent Steel Producer
Gears	Gear Specialties, Inc.	We are trying to buy a spiral tooth gear so I contacted Gear Specialties, after seeing it pictured here.	Purchasing Agent X-ray Equipment Mfr.
Precision Switches	Micro Switch, Div. of Honeywell	We are now buying a Micro Switch as a result of recent ads.	Secretary Liquor Dispenser Mfr.
Saws	Millers Falls Co.	Purchased tools through the local dealer. Ad made me realize how good these steel band saws are.	Purchasing Agent Plastics & Rubber Fabricator
Pipes	Ridge Tool Company	The pipe wrenches we have been buying wear out too quickly. Those pictured in this ad looked so sturdy that I ordered a couple from our supply house.	Buyer Transportation Equipment Mfr.
Wire	John A. Roebling's Sons Corp.	I marked this ad for future reference because, until I saw this ad, I had not connected galvanized wire with Roebling.	Purchasing Agent Oil Products Company
Bearings	SKF Industries, Inc.	As a result of this ad, I ordered bearings from SKF.	Purchasing Agent X-ray Equipment Mfr.
Lubricants	Texaco, Inc.	This ad reminded me that we needed more lubricants, so I just picked up the phone and placed an order.	Buyer Auto Stamping Plant
Rivets	Judson L. Thomson Company	We placed an order for a new feature.	Purchasing Agent Automotive Equipment Mfr.
Steel	U.S. Steel Supply Div. of U.S. Steel	We use a great deal of steel strapping to close our boxes. I've been buying from U.S. Steel Supply for six months after seeing their ad for steel strapping in PURCHASING.	Purchasing Agent Auto Parts Mfr.
Coils	Wolverine Tube Div. Calumet & Hecla, Inc.	I clipped this ad on tubing to use in a comparison with our tubing made of another metal. I find I learn more from ads than I do from any other source.	Purchasing Agent Heat Exchanger Mfr.
Office Equipment	McGraw-Edison Co. Voicewriter Div.	This reminded me that some of the McGraw-Edison equipment we now have needs replacement. I intend to get in touch with the company.	Purchasing Agent Music Service
Floor Plates	Alan Wood Steel Co.	I will send for more information and will have the salesmen call.	Purchasing Agent Machinery Mfr.
Tape	Minnesota Mining & Manufacturing Co.	Will use this as a substitute for a material we are now using.	Buyer Aluminum Producer
Industrial Tapes	Polyken Products Div. of Kendall Company	May contact this company. I am impressed with this ad.	Purchasing Agent Custom Molder
Rust Preventer	Rust-Oleum Corp.	We tried Rust-Oleum as a result of the ads and are now using it on our heaters.	Purchasing Agent Electrical Products Mfr.

The obtaining of voluntary comments is not new. For some time PURCHASING magazine has been reporting such comments, as gathered by Daniel Starch & Staff in special "Reader Action Studies."

PURCHASING MAGAZINE

the methods and news magazine for industrial buyers
205 East 42nd Street, New York 17, New York
a Conover-Mast publication

Question:

What big "newspaper-buy" in the West covers a market so big its delivery trucks must travel a distance every three weeks equal to a trip to the moon . . .



a market with more people than live in the cities of Milwaukee, Pittsburgh or St. Louis, or the combined cities of New Orleans and Oakland, or any but the 6 largest cities in America?

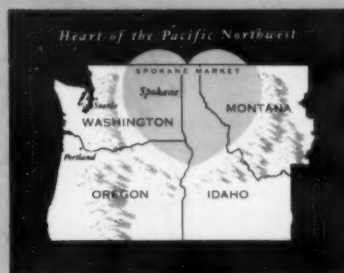
SPOKANE IS A
BURGOYNE
GROCERY & DRUG
TEST CITY

Ansver:



they cover a market that is

**4 times as
big as it looks!**



Total Spokane Market Retail Sales \$1,348,779,000 <i>The Spokesman-Review and Spokane Daily Chronicle reach 5 out of 10 families.</i>	Retail Trading Zone Retail Sales \$793,504,000 <i>The Spokesman-Review and Spokane Daily Chronicle reach 7 out of 10 families.</i>	Metropolitan Spokane Retail Sales \$342,344,000 <i>The Spokesman-Review and Spokane Daily Chronicle reach more than 9 out of 10 families.</i>
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Totals are cumulative; Sales Management 1959

Spokane's daily newspapers cover one of the largest marketing areas in the nation . . . and in so doing their delivery trucks travel a distance every three weeks equal to a trip to the moon. What does this mean to you? Should your advertising wear a space suit? No—not quite. But it does mean coverage and full selling power for your advertising throughout a consumer market larger than 16 individual states . . . an isolated market that cannot be measured by its metropolitan area alone and which is *4 times as big as its metro area in population, income and retail sales*. Here is a really big market . . . and it's yours for the asking. Make sure the Spokane newspapers are on all your "A" schedules!

THE SPOKESMAN-REVIEW
SPOKANE DAILY CHRONICLE



Advertising Representatives: Cresmer & Woodward, Inc. Sunday Spokesman-Review carries Metro Sunday comics and This Week magazine.

AUGUST 21, 1959

1 out of every
2 families



ONCE UPON A TIME the manager of the cosmetics department of a very large department store asked the personnel director to hire a new sales clerk for the perfume counter. In a few days the personnel man called back to say that he had interviewed two applicants and had made his choice. One, he said, was a very attractive young lady from the appliance department who had an outstanding sales record with the company. She seemed to have a warm and wonderful charm about her that made people like her immediately. The other applicant was a fat, funny-looking, and somewhat crabby little old lady who, some years before, had sold perfume door-to-door. "And which one did you hire?" queried the cosmetics manager. The personnel director seemed stunned at the question. Said he: "Why, the one with perfume experience, of course."

MORAL: *Whether selecting salesgirls, or advertising agencies, it's easy to get "people experience" and "product experience" all mixed up. The easiest way we've found to remember is with this rule: If you're selling products to people, people experience is more important. If you're selling people to products, product experience is more important.*

CAMPBELL-EWALD
Advertising (to people) well directed

Detroit • New York • Chicago • Los Angeles • Hollywood • San Francisco • Washington • Denver • Atlanta • Dallas • Kansas City • Cincinnati



The Regional Sales Manager:

Loud, New Voice In Advertising

Investigation of 630 companies uncovers new marketing trend which is reshaping the advertising plans of many big companies.

- Regional sales manager is fast becoming a strong influence in specifying ad media to be used . . . in suggesting ad themes . . . in getting advertising tailored for his geographic section.
- More and more top sales executives are now consulting with their regional chiefs on ad planning. They report this policy usually results in better merchandising of the advertising.
- Still, practice varies within and among industries. Some sales chiefs insist that headquarters will continue to make all advertising decisions.

Kee your eye on the regional sales manager. He is a rising influence in big-company advertising planning.

In all but a handful of consumer product industries, he is taking on new significance in the minds of top management. He now frequently makes or shares the decisions on where to advertise, what to advertise, when to advertise, and even how much to spend for advertising.

Thirty national marketers, most of them in the top 100 advertisers, were personally interviewed on the influences in their advertising planning. Six hundred others were queried by mail. The evidence is clear—the center of gravity of advertising decision-making is shifting to include the regional sales manager.

Listen to the comments of top marketing executives in key industries:

Gas and oil, v-p of marketing: "95% of media selections are made by our regional sales managers . . . they can merchandise (the advertising) better."

Chemicals, director of marketing: "They are very strong influences on what we spend for advertising and how we spend it . . . we get tailor-made advertising, more effective merchandising."

Drugs and medicines, v-p of sales: "They have a big voice in selecting regional media."

Beverages, v-p of marketing: "Our regional people have a strong voice in how and where we spend our ad money."

Cleansers, v-p of marketing: "They are closest to the problem . . . having regional managers recommend media helps us put our ad dollars where they will do the most good."

Packaged grocery products, director of marketing: "They definitely influence where and how we spend our ad money . . . help us to determine the best way of getting the most for our regional ad dollar."

Appliances, marketing manager:



The Regional Sales Manager:

Loud, New Voice in Advertising (continued from page 33)

"We demand it of our regional sales managers. It would be ridiculous to schedule a nationwide newspaper ad program without having the regional men in on it."

Air conditioners, sales manager: "Our regional managers influence our advertising to a great degree . . . on their urging we've added newspaper supplements."

Airline, senior v-p of sales: "They do have a voice — both in media selected and the size of the ad budget for their areas . . . their influence is much greater today than it was five years ago."

This rise in stature of the regional sales manager seems to go hand-in-hand with the growth of his company, his industry, and the national economy. The big fast-growing companies decentralize and boost advertising appropriations, incurring greater risk in ad investment. Here the regional sales manager enters the picture.

He is considered to be the one man who intimately knows the peculiar characteristics of his regional market. He knows both the media and the competition. And the sales manager who invites him to share in ad planning is likely to capture his enthusiasm and cooperation. Result: Better merchandising of the advertising.

"The more voice local people have in advertising media selection, the more they are inclined to make the selection work," says the marketing v-p of a leading oil company. "They can merchandise better, with greater flexibility in media selection, when the operations are in their hands. Also, local managers will prod local media people, and we get better attention than if things were entirely in the hands of our New York offices, where there is no personal identity."

The sales v-p of another oil company adds: "It builds up the regional men's enthusiasm because they have a part in decision-making, and they merchandise national advertising more effectively."

"Local marketing problems are

brought out in the open," comments the sales manager of still another oil marketer. "If a local problem is reported promptly by the regional manager, special ad campaigns can be planned over and above the national campaign."

In other industries, too, the value of the regional sales manager as an advertising consultant is recognized. Says The Procter & Gamble Company's Charles M. Fullgraf, manager of toilet goods: "We feel there are area and regional differences in tastes and preferences, and it is important for us to get these grass-roots reactions. But evaluation on a total basis, here in Cincinnati, enables us to work realistically where our regional people see only part of the picture. I'd say we use a checks and balances system."

A smaller cleanser marketer, B. T. Babbitt, Inc., has a somewhat different evaluation. John W. Sugden, v-p and director of marketing, remarks: "We are not one of the big three soap companies. This system of having regional managers recommend the media has helped us put our ad dollars where they will do the most good. They are closest to the problem, as we use mostly local radio and TV in our advertising." He adds that regional sales managers will become even more important in future ad planning at Babbitt.

► In the appliance industry, the regional manager is highly valued in ad planning. Says John D. Sparks, marketing manager, Whirlpool Corp.: "The marketing man must tailor-make his advertising program to the special characteristics of the region, and even the district. If you are going to give the customer what he wants, you have to do exactly that by observing differences in taste or needs. For example, we know Southern California wants built-in ranges, wall ovens and rotisseries. Why then promote free-standing ranges there, as you would somewhere else?"

"We've made the regional sales manager fairly autonomous," declares Burton Bowman, director of marketing of American Cyanamid Company's Agricultural Division, a highly

decentralized operation. "He is the man who knows the market and who must sell the product. By giving him almost full control over what we spend for advertising and how we spend it, we get advertising that is tailor-made for the regional market. The result is much more effective merchandising of our agricultural chemicals."

Fedders Corporation's "sales opportunities and competitive and other problems vary widely — not only in regions and districts, but in areas of individual distributors," says Edward M. Becker, sales manager, Refrigeration-Appliance Division. "Our regional managers influence our advertising to a great degree. Regularly, with the help of district managers, they determine the choice of media within their regions. This is particularly true of cooperative advertising."

► Aluminum Company of America points out that "in nine of ten cases the regional manager or local broker knows better than we which media are best for him." T. M. Hunt, advertising manager, speaking for R. V. Davies, v-p and general sales manager, adds: "If the field people can say where the money is to be spent, they'll take greater interest in the campaigns. . . . Our regional managers have a lot more to say about this today than they did a few years ago."

Air transport is another industry with wide regional differences. United Air Lines' regional managers have a voice both in media selection and size of the ad budget for their individual areas. Robert E. Johnson, senior v-p for sales, advertising and public relations, points out that "the advantages of this to a business as far-flung as United are that — with individual areas varying with competition, changes in the economy and other factors — the regional managers can keep closer watch on changes. . . . Their influence on advertising is much greater than a few years ago."

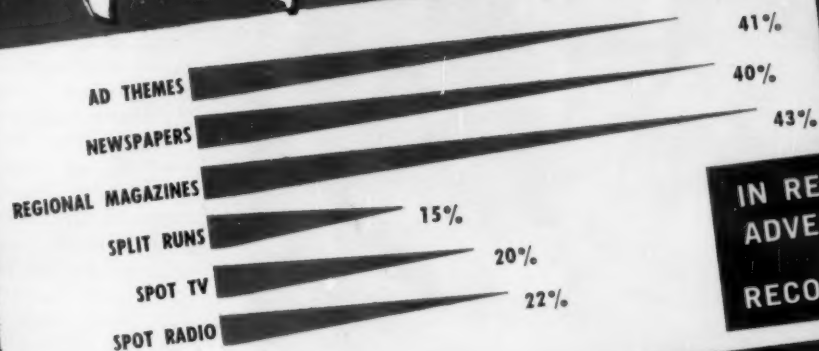
Many revealing slants in the policy thinking behind this trend, and prime examples of what leading companies do to implement these policies, were

(continued on page 112)

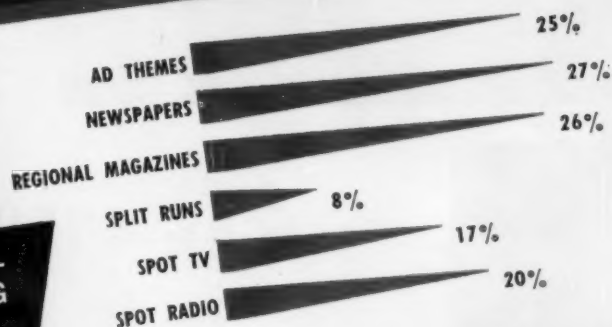
Loud, New Voice in Advertising



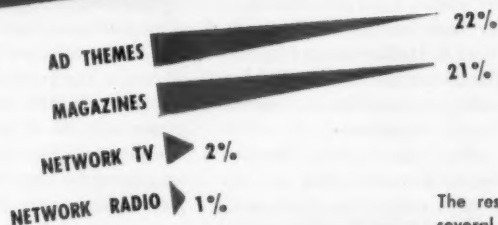
In two out of three companies, the regional sales manager is an influence in advertising planning and media selection



**IN REGIONAL
ADVERTISING
HE
RECOMMENDS**



**IN REGIONAL
ADVERTISING
HE
APPROVES**



**EVEN IN NATIONAL
ADVERTISING
HE
RECOMMENDS**

The results, based on a Sales Management survey of several hundred leading marketers, are stated as percentage of all reporting companies. Quite often, the reporting companies do not use all media, thus adding a built-in safety factor to SM's findings.



The Yerbys:

Food for 100 Years

Giant California Packing Corp. has a new v-p in charge of marketing. He's 48-year-old **Ross B. Yerby, Jr.**, and if there's anyone in the country who knows what people eat and why, Yerby should be the man. For over 100 years the Yerby clan have been shelf-high in the marketing of food-stuff. Yerby Sr. is still a food broker in New York City, as was his father. Ross Yerby, Jr., takes over the top marketing spot at Calpak as Oliver E. (Ollie) Seegelken retires after 40 years with the company. Yerby joined Calpak as a salesman in 1937 after several years' experience in food sales and brokerage. A dozen years later he became Calpak's division sales manager for New York and in '55 he moved to San Francisco as assistant general sales director. He became director of merchandising in 1956 and general sales director last year. "Our corporate management is fully committed to the marketing concept," he says. "Having been a member of the team that fashioned our reorganization, I'm in complete sympathy with the approach. Our organizational structure has jelled and the major slots are filled with young, capable and aggressive people." Yerby and his wife have three daughters. The family are golf and swimming enthusiasts.

-SM- THEY'RE IN THE NEWS

BY HARRY WOODWARD

The Tire Adjuster Who Got Mileage from Sales

The country's economy was riding high: it was 1927. And a bright young commerce major from Northwestern University had landed his first job. He was **Earl B. Hathaway** and he had joined The Firestone Tire & Rubber Co. as a sales trainee. He had gotten only a year's experience as a tire adjuster when the bottom dropped out of the stock market. But not out of Hathaway's career: as a salesman he distinguished himself, as an executive he has made his mark. Recently Firestone—he's never worked for anyone else—made him v-p in charge of all sales. It's a new post, created to coordinate sales in the six fields in

which the company is expanding its activities (rubber, metals, plastics, synthetics, textiles and chemicals). Earl Hathaway has been v-p in charge of trade sales—which include sales through company-owned stores and through 65,000 dealers in six divisions and 50 districts in the U. S. Heretofore, Firestone has had sales managers for separate divisions. In '48 he became Akron Division sales manager, later was trade sales manager. He's no joiner—confines his club life to an athletic club, a country club and his fraternal (Delta Upsilon) activities. The Hathaways have three children, live in Akron.

SALES MANAGEMENT



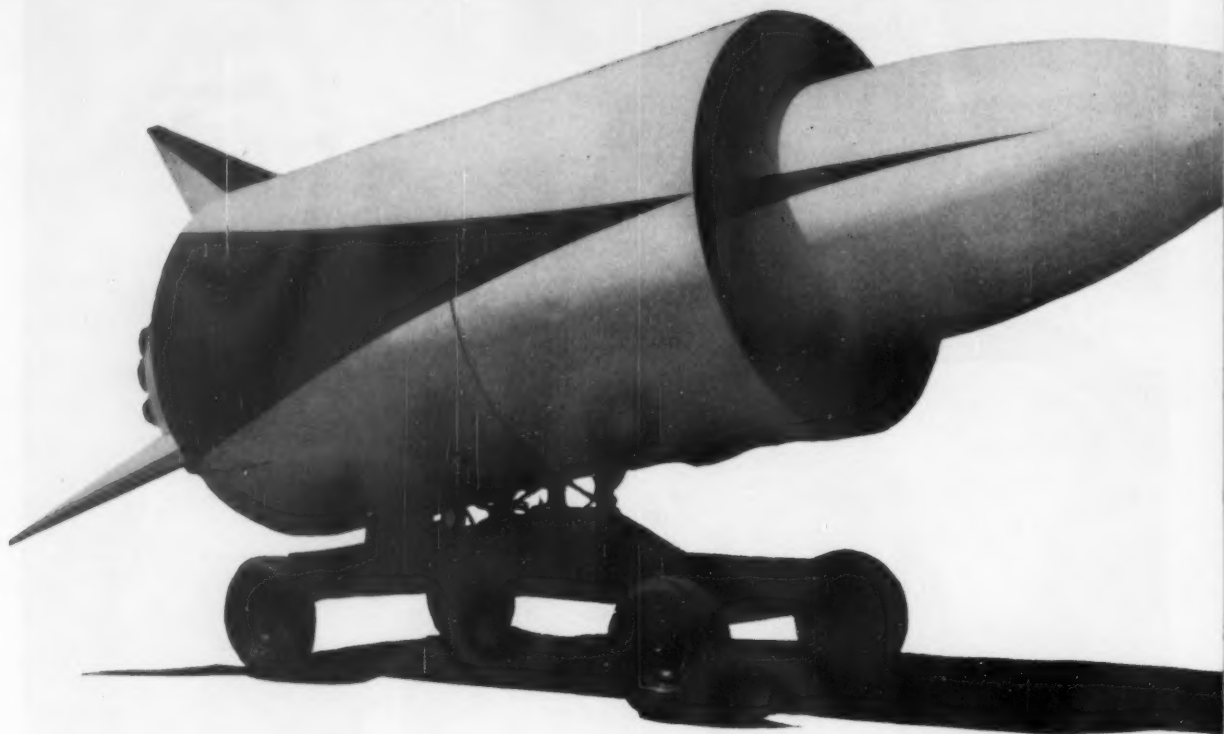


Executive Pencil-Pusher

Arthur L. Van Der Kar, handsome, white-haired, began his sales career when he was going to school and caddying to earn spending money. He was 19 when he first saw that it wasn't enough to be sales-minded. To get anywhere one had to have a sales executive's mind. So he went into the soft drinks-ice cream-candy business, catering to the other caddies. Did so well that when he left, the club took the service over as its own! He's just joined Venus Pen & Pencil Corp. as sales manager for all products. The firm is entering its 100th year and celebrating by introducing the new

pencil Van Der Kar holds in the picture. It combines the better features of a pencil that writes black, has a hard point, reproduces clearly on office duplicating machines and makes many carbon copies. Van Der Kar brings 20 years of consumer and industrial experience to his post. It's a new position with Venus, this sales manager job. The company created it because of increased activities in its pens, pencils, ball-points and toy products and to free the v-p for sales from riding herd over the firm's many products. In 1958 Venus moved its general offices from Hoboken, N. J.,

to Lewisburg, Tenn., the first transfer of its offices from the Metropolitan New York area. Reason: to facilitate faster service to Venus' customers. The company is proud of its many "firsts." Among them: first to develop reproducing ball pencil; first to develop a line of thin lead coloring pencils. Van Der Kar has been with Barber Asphalt Co. ("I can put on roof shingles or maybe even build a highway," he says) and Dayton Rubber Co., in consumer and industrial sales posts. He has been active on the Sales Education Committee of the Sales Executives Club of New York.



How to Launch a Marshmallow

Take a poll: Ask any small boy what he really wants, no holds barred, not even the sky for a limit. The answer you'll get will be as obvious as a skinned knee: "A space ship, a space ship!"

And a space ship is precisely what Kraft Foods is about to award a starry-eyed young man. Everything necessary for Space Age travel but the landing platform.

Kraft's decision to make it possible for some lucky, post-war male to go beeping off into space in his own ship came about in a perfectly natural way. But it began when Kraft faced a 20th Century problem of its own. The company has a new version of an old product, dear to small picnickers. The product: marshmallows made with a new process; extruded marshmallows, puffed through a small jet. Not like the old-fashioned kind cast in a form.

Promoting marshmallows can be, forgive us, a sticky business. But the new process provided a take-off point. The space theme just had to be—jet-puffed marshmallows!

Then came a search for an appropriate symbol, to mark the arrival of the product in grocery stores. Someone suggested giving away a rocket ship. Someone else spoke up: "But not a toy. A real rocket ship."

Everyone agreed. And the contest was the final decision. Then Kraft came up against the biggest problem of all. Where to find a manufacturer of space ships. They're hardly listed in classified sections of phone books—yet.

A survey of companies in the field of rocketry and space probes indicated Aerojet-General Corp. as the best equipped to design and build such a ship. Aerojet is the maker of the AeroBee and Abele rockets, rocket power plants for Polaris, Titan, Bomarc, Hawk and many other military missiles and propulsion systems.

The result of Aerojet's efforts is a 29-foot, four-passenger mock-up of a space ship that conceivably could be the forerunner of those used in future interplanetary travel.

The ship will give its passengers a

simulated flight through space; uses such devices as radar scope pickup and visual "travel among the stars," and a hydraulic system which permits its 4,000 lbs. to roll and pitch as much as 14 degrees.

Inside the gaily painted red and white vehicle, there are bucket seats for the pilot, propulsion engineer, astro navigator and instrument engineer . . . Hot dog!

A realistic check-off and count-down procedure, patterned after that used in launching a real rocket, is recited before the ship blasts off into space. Once under way, the rocket is controlled by the pilot with the advice of the engineers and directions from the navigator.

Elaborate pressure gauges and instrument dials fill the panels in front of the engineers' seats. The futuristic craft is equipped with an air conditioner, short wave radio and television set.

To complete the illusion of space flight, the astro navigator has at his disposal a course-distance plotter,

course-deviation indicator and astro projector. These allow him to set a course for any planet shown on the lighted scope, indicate any deviation from this pre-determined course and calculate the distance traveled from Earth.

The distance plotter, with its sweeping light beam, also reveals passing meteors and space vehicles that must be avoided on such a voyage. The astro projector flashes color movies of various planets, stars and galaxies on a large TV-type screen on the forward wall of the rocket ship.

Meanwhile, back on Earth, Kraft plans to court marshmallow-munching astronauts by giving the space

ship maximum exposure prior to the end of the contest. It has just finished a countrywide tour begun in April. It visited 24 major markets as well as the convention of the Cooperative Food Distributors of America in Los Angeles, the Super Market Institute's convention in Atlantic City, and the National Assn. of Retail Grocers' convention in Chicago where it obtained wide trade interest.

Kraft merchandised the space ship contest in great detail and with great enthusiasm. Retailers were encouraged to plan a promotional tie-in immediately.

The company cooperated with them by printing entry blanks on each

marshmallow bag and providing display materials. In addition, Kraft ran a heavy advertising schedule with newspapers (Puck, Metro and Independent Sunday Comics), Dell Comic Books and Network television through its new Kraft Music Hall.

The result is wide cooperation on the retail level with excellent momentum moving the contest toward its closing date.

Through display of the ship, Aerojet and Kraft Foods hope to make the younger generation more aware of their bright future in space and to awaken in them the desire for more scientific knowledge . . . and jet-puffed marshmallows! ♦



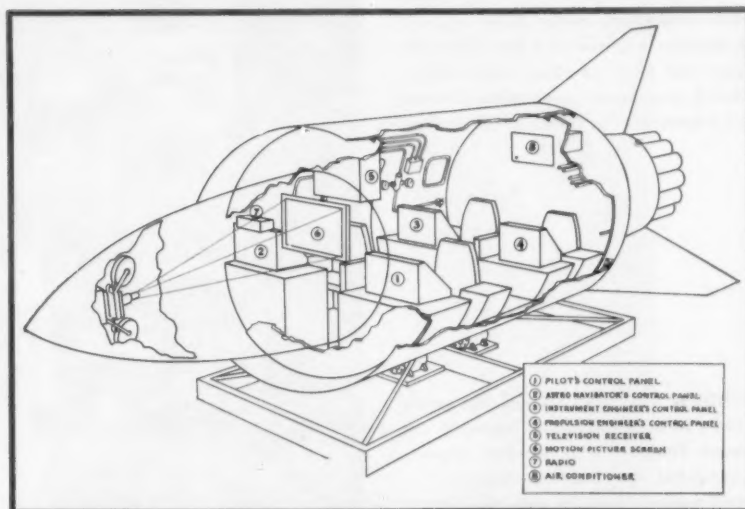
SO LONG, MOTHER GOOSE . . . you've been replaced. This is the Space Age. And Aerojet's Bob Carlson better not try fooling these tads when it comes to what makes that do whatever it does.



AND SO TO MARS, in the trusty Kraft space ship . . . Who could forget jet-puffed marshmallows after this trip?



PILOT TO NAVIGATOR—Pretty exciting, huh? And the instrument panels have controls for a very convincing ride.



WHO WILL BE LUCKY enough to take home this prize? Kraft's Marshmallow Contest winner, of course. He'll get all 4,000 pounds of rolling space ship.

Advertising Sets the Theme for Swank's

With 3,000 products to push, and 70% of its jewelry redesigned twice yearly, Swank, Inc., needs potent merchandising. Its "package" plan utilizes lusty ad themes, tied in with design and promotion—clinches with helpful display and inventory service.

Based on an interview with
Harris Schaeffer, General Sales Manager, Swank, Inc.



Salesmen for Swank, Inc., manufacturers of men's jewelry, must carry samples of every one of the company's 3,000 products.

On the face of it, it would seem that such a line would be too unwieldy for any kind of organized sales presentation. But Swank has found a way.

It boils down to this:

They merchandise products in groups, each group having its own promotional theme and its own merchandising aids.

They present products and retail selling plans and aids as "packages."

They stage their showings only in hotel sample rooms or district office showrooms where they have the space to show not only the merchandise, but to set up counter and window display pieces with a high degree of order and showmanship.

Swank sells through 18,000 retail stores: men's specialty shops, department and jewelry stores. Over 70%

SWANK SALESMEN sell their jewelry only in hotel sample rooms or in district office showrooms where there is space to dramatize a season's line with displays and national advertising. Shown here is a salesman presenting a nautical jewelry display featured this spring.

WINDOW DISPLAY, set up by Jacob Reed's Sons, Philadelphia, featuring the Swank Famous Guns window display surrounded by jewelry displays on small tables. To tie in with the promotion, the store showed gun plaques which were sold in the gift department.



Sales Song

of all the company's jewelry items are redesigned every six months to keep pace with changing fashions in men's apparel. The remaining 30% are staple items, the designs of which are changed once every two or three years. In addition to the jewelry line, the company has diversified to include men's fashion budget-price watches, wallets, belts and a line of gifts for men.

Among the jewelry items in the Swank line certain high-volume items are selected for some 24 feature promotions each season. Some, too, are featured in national advertising. The Advertising Department checks the items which have the most promotional appeal and volume potential for retailers, working closely with the firm's advertising agency, Robert M. Marks & Co., Inc., in planning national advertising.

"Today, our selling weapons are the motivating factors in clinching the sale," says Harris Schaeffer, general sales manager. "The implementation of a group of jewelry items, with a theme, creates greater opportunity for the Swank salesman to utilize the tools we give him. Therefore, the sales tools our salesmen have to have to sell each season's line include everything from national advertising to point-of-purchase displays. Buyers will not buy unless they see what goes with what to carry out the theme of the season."

For example, for the 1959 spring season just past Swank jewelry promotions highlighted specific themes such as nautical, sports-in-action, a date to remember, famous guns, etc. For instance:

The nautical sample tray which Swank salesmen carried with them showed seven different clip and link sets in authentic replicas of popular pleasure craft.

Fittings in the tray carried through with the nautical flavor. The tray was lined with a light blue velvet. A simulated boat anchor and chain, with colorful nautical flags, was at-

FAMOUS GUNS
by
SWANK

Brilliant replicas of famous hand guns make interesting conversation pieces for cuffs and tie. Every detail perfectly crafted. All sets gift-boxed. Tie Klip and Pin-Up available separately, \$2.50 each.

"Lightning" — First produced in the 1880's to replace the old single action Colt; one of the first U. S. double actions. Cuff Links with matching tie Pin-Up. Set, \$6.

"Side Swing" Weverder — Originally made in single action, a fast and deadly accurate weapon. A standard sidearm of most U. S. law enforcement officers. Bullet Cuff Links with Pistol Tie Klip. Set, \$5.

Luger Automatic Pistol — One of the finest precision hand guns. World famous for its fine accuracy and smooth action. Cuff Links with matching Tie Klip. Set, \$6.

Perfection Graceland Pistol — Made in England in the 1840's, it was much used by revolutionaries and others who could conceal it easily. Cuff Links and matching Tie Klip. Set, \$6.

NATIONAL ADVERTISING is an important sales tool for Swank salesmen. Life ad interested buyers in Famous Guns promotion.

tached to the inside of the tray.

A nautical national advertisement carried out the theme.

A large window display featured a nautical motif, for big stores, showing a lighthouse, ship's wheel, etc.

A small counter display in the shape of a ship's wheel was designed to hold the seven clip and link sets for display at point-of-purchase.

Special nautical flags were inserted in every gift box to highlight the jewelry in stores' permanent showcases.

Advertising mats and statement enclosures were made available to the stores.

"To convince buyers of the value of the promotional theme for groups of jewelry items, samples are vitally important," Schaeffer maintains. "Unless a jewelry item is sampled, no store buyer will buy it. For example, even when a cuff link with a blue stone in it is sampled with a notation that reads 'also available with a red stone,' the red-stone cuff link will not sell. It definitely must be sampled.

Swank Broadens

Swank has just announced that it will broaden its field by adding bar accessories, travel kits, boutique gifts and related items to its jewelry line this fall. The new products will be backed by a half-million-dollar advertising campaign in newspapers and business publications to supplement national advertising.

Photographs are out; store buyers will not buy from them."

In presenting the nautical theme, samples and sales aids to his accounts, the Swank salesman was thus able to romance his products to make them important volume-wise to buyers. "Without a 'touch of lipstick,'" says Schaeffer, "any jewelry promotion, or any style product for that matter, loses its punch before it even

reaches the store. Enthusiasm generated by the salesman's selling approach enthralls the store buyer who in turn passes on his enthusiasm to store merchandising management."

National advertising is considered one of the most important sales tools. Swank today is one of the top five national advertisers in the men's apparel industry. Each salesman goes into his territory with a portfolio of copies of all the company's national advertisements. Life magazine's continuity program and Sunday newspaper supplements in major markets are scheduled throughout the year.

For the nautical theme a color reprint of a Life advertisement of nautical jewelry was considered very important in convincing store buyers that the theme would go over big locally. "The power of Life in mass marketing operations," Schaeffer has found, "helps to presell the promotion to the store buyer who knows the impact of Life in his local market."

After showing the Life advertisement the Swank salesman showed the buyer the direct mail inserts for statements, and newspaper mats that were available. He suggested that the buyer schedule his local newspaper advertising and direct mail to tie in with Swank national advertising in May — which is the beginning of the boating season throughout most of the country. "The total impact of our national advertising, the store's direct mail and the store's local advertising as sales weapons," says Schaeffer, "create a promotion of major proportions."

► When the large nautical window display was presented, the Swank salesman planned with the store buyer to tie in the window display with other nautical-inspired apparel in the store. The buyer arranged to have the Swank salesman meet with the store display manager to work out details.

At that time the salesman presented all his other displays, for counter, point-of-purchase, etc., together with samples of the jewelry items.

While new items for each season are still in the early stages of design and production, the Swank Sales Promotion Department begins work on display material for both promotional items and for staple items. There are usually 100 different displays planned for the line each season.

Immediately following the Christmas selling season, between Christmas and the first of the year, the national sales meeting is held to present the new spring line to the salesmen. Each salesman, immediately



U. S. Army Jupiter Intermediate Range
Ballistic Missile. Range: 1500 miles.

It's Loaded

with buying power . . .

THE INDIANAPOLIS AREA*

● It makes sense . . . sighting in a whole state at a time . . . when you get a sales program on the launching pad. And it makes the same kind of sense to aim square on the Indianapolis area—a single metropolitan center with more retail sales than each of 23 individual states.

Also, metropolitan Indianapolis ranks 8th in retail sales per household among all cities over 650,000 . . . 13th in effective buying income per household.

The best way to reach this rich Indianapolis market is The Star and The News. They *saturate* the market. And their effective range covers the 45-county buying area.

Plot your course now. Write for full details.

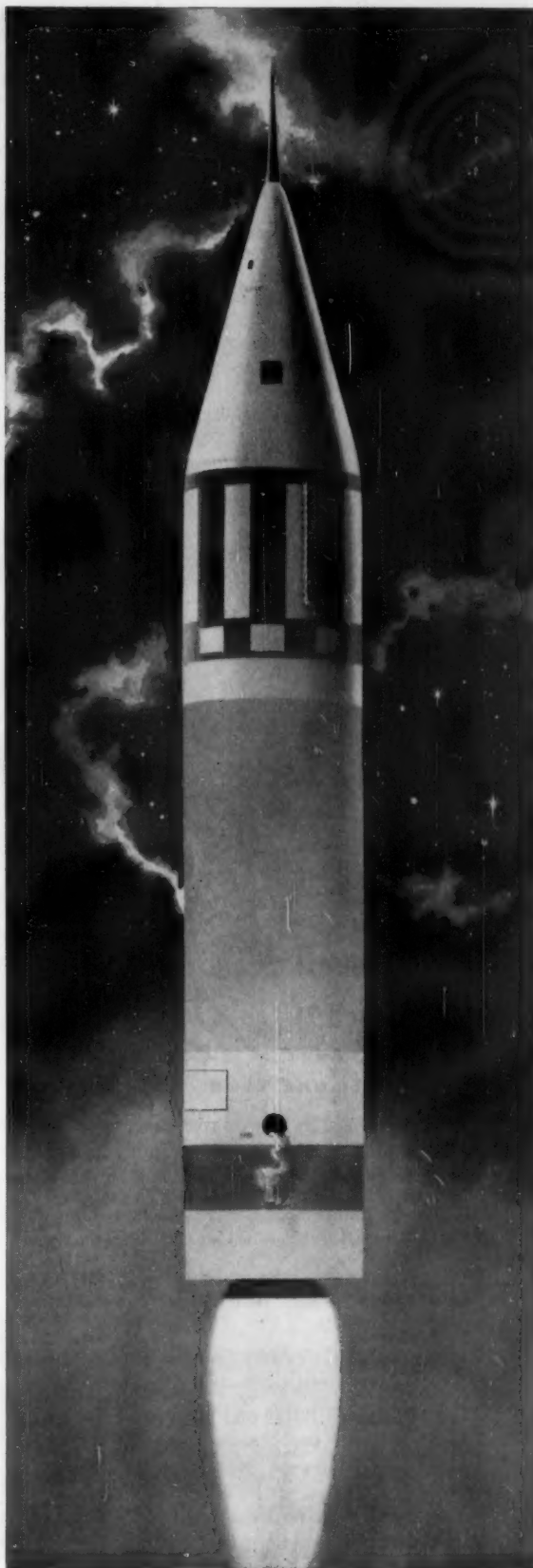
*THE 45-COUNTY TRADING AREA THAT'S BIGGER THAN YOU THINK!

Population: 2,152,000
Income: \$3,823,053,000
Retail Sales: \$2,466,255,000
Coverage: 54.9% By
The Star and The News



STAR
Morning & Sunday
NEWS
Evening

KELLY-SMITH COMPANY
NATIONAL REPRESENTATIVES



after the meeting, receives samples of the line and all sales tools to take with him on his spring selling trip.

Swank maintains a national sales force of 100 salesmen who sell exclusively for Swank. There are 15 district offices located in major marketing areas of the country, each headed by a district sales manager.

"The Swank salesman has become a specialist in servicing his accounts," says Schaeffer. "He helps the retailer to move jewelry items across the counter. For the larger stores he takes weekly inventories and keeps them filled in with staples. He con-

ducts sales meetings for store salespeople; sets up displays in permanent showcases and throughout the store; and helps in setting up window displays. Swank district offices maintain stockrooms for quick fill-in shipments to stores in the respective sales territories."

To induce store buyers to buy the Swank line as their major jewelry line, Swank has a Jewelry Control Plan. "This," says Schaeffer, "is a valuable sales tool for our salesmen."

The objective of the Control Plan is to increase retail sales of men's jewelry in stores that can do an an-

nual minimum of \$10,000 at retail. In working up the plan, Swank management used the Comptrollers Congress method of planned sales, closing inventories, opening inventories and open-to-buy. A system of using 13 inventories and striking an average gives the average monthly investment which is required. By comparing the annual sales goal to the average monthly inventory, Swank determines a satisfactory number of stock turn-overs.

► Study of retailers' business in men's jewelry, specifically in large department stores, shows the following percentages of sales monthly, compared with the total annual men's jewelry sales.

January .. 3%	July 4%
February . 4%	August ... 5%
March 5%	September 5%
April 5%	October .. 6%
May 5%	November 11%
June 11%	December 36%
33%	67%

Using these percentages, inventory figures are supplied by Swank salesmen to assure a store that it has the proper number of jewelry items for the required monthly sales. "Thus," says Schaeffer, "there is never a time when the store is out of business in men's jewelry, and if the plan works properly, there never should be a time when the store has an excess of inventory to do the required amount of business."

"When we consider that 11% of our customers by number account for over 50% of our business by volume, it is to our benefit to have this group of select customers working on a plan that gives the store and Swank increases in sales. It also gives us a lot of advance merchandising information for the season." ♦



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headquarters with
championship golf
on the premises!**

Boca Raton HOTEL and CLUB

18 holes supervised by famed Pro Sammy Snead, plus 9-hole pitch 'n putt! Also private ocean beach, two olympic swimming pools, cabana club, Gulf Stream fishing.

For meetings: rooms of every size, accommodating up to 700; theatre with huge stage and screen; expertly trained staff.

Gourmet meals; five bars; dancing and entertainment nightly.

For further information: I. N. Parrish, Convention Manager
DEPT. 116

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National Representatives: **ROBERT F. WARNER, INC.**
Offices in
New York, Chicago, Washington, Boston, Toronto
A Subsidiary of the Arvida Corporation



Meet

Mr.

Gains . . .

page 94



It would take 1,000 salesmen, making 10 calls each per day, more than 11 years to make as many face-to-face contacts as you get from 1 ad page in 1 issue of the Post. Alfred Politz' study of Ad Page Exposure proved: 29 million times each issue, someone turns to your ad page in the Post!

Isn't this the kind of selling you want your advertising to do?

A CURTIS MAGAZINE



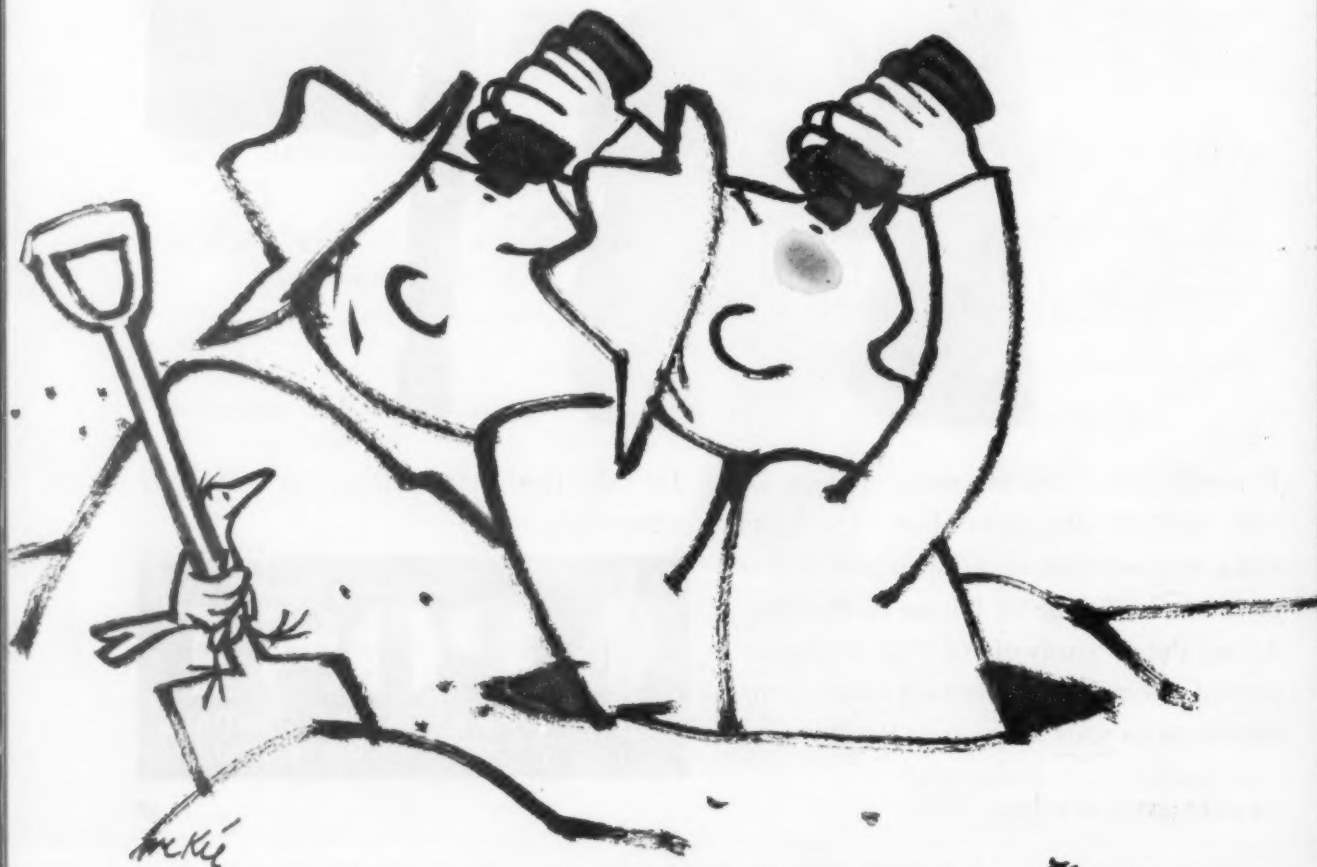
"Out of this world," is the way Corning Glass Works describes spot television, and the job it's been doing to help introduce and sell Corning Ware, its new cook-and-serve ware.

Made from Pyroceram, the same material that Corning Research developed for the nose cones of guided missiles, Corning Ware is ideally suited to television's sight, sound and motion salesmanship. Commercials by N. W. Ayer & Son, Inc., Corning's ad agency, dramatically demonstrate Corning Ware being subjected to extreme temperature changes, with no damage whatsoever. Scheduled during the daytime and in the early evening on major stations such as KOIN-TV Portland, KNXT Los Angeles, KSL-TV Salt Lake City, WJXT Jacksonville,

Representing WCBS-TV New York, WBBM-TV Chicago, KMOX-TV St. Louis, WBTV Charlotte, KHOU-TV Houston, WJXT Jacksonville, WBTW Florence,

"Corning got its
new product off the
ground fast..."

"...thanks to spot television."



WBTV Charlotte, WTOP-TV Washington, KMOX-TV St. Louis and WBBM-TV Chicago, these commercials achieve maximum circulation—and at minimum cost.

Result? The fastest take-off of any new housewares product introduced in the last twenty years, in the words of Peter O. Everson, advertising manager. Naturally, Corning plans to continue using quick-action spot television to keep Corning Ware sales flying high.

About to launch a new product? Use spot television—the most sales-effective medium in all advertising—and watch sales soar. An example-filled booklet, "Selling a New Product," will be sent to you by return mail, if you'll write* to... **CBS TELEVISION SPOT SALES** ③

WCAU-TV Philadelphia, WTOP-TV Washington, KNXT Los Angeles, KSL-TV Salt Lake City, KOIN-TV Portland, and the CBS Television Pacific Network



Dunning Should Bring Checks— Not Chuckles

"Let this little piece of string tied to your finger remind you to send your \$14.95 check in today's mail . . ."

"The little alarm clock pictured on the letterhead is about to ring—reminding you to send in your \$32.50 check today . . ."

And on — and on — and on such "clever" gadget collection-letter copy goes. Where and when will it stop? Naturally, it shouldn't stop if it does the trick—if it actually induces somebody to send in that much-wanted check for a past-due account. But I wonder if writers of such clever copy are really using an appeal which will prompt recipients to part with their cash. Or is there a more sensible approach to getting customers to pay?

In recent years, collection-letter writers have been pulling no punches in promoting payment. Some appeals work once. Some work twice. But you can bet that once a collector hits on The Way to Collect Money he will hang on to that approach to the bitter end. Even though the appeal gets dog-eared from overuse (his use and plagiarism by others) the "little piece of string," "the ringing alarm clock" and other such "attention-getters" keep on appearing.

It's fun and profitable to enjoy an easy-going visit (sometimes humorous if humor fits) in the early stages of the collection series. Certainly, we shouldn't get serious when we feel that all the customer needs is a little reminding. And, too, we shouldn't lose sight of the two objectives in every collection mailing: (1) to get the check, and (2) to keep the goodwill and future business of the credit customer.

But a good thing can be overdone. And now might be a good time for you to re-evaluate the persuasive collection copy your firm is sending in today's mail.

Ask yourself this question: "If I got this letter, what would my main reaction be? Would I want to pay?"

* Author Brock, who teaches business communications at Southwestern Louisiana Institute in Lafayette, La., has a broad background in collection-letter writing, plus knowledge gained as a business-writing researcher for a life insurance company.



By LUTHER A. BROCK*

I expect that the comical, folksy, whimsical appeal sometimes fails simply because paying money is no laughing matter. The reader surely knows it (it hits his pocketbook—he ought to know it!)—and the writer knows it, too, although he continues to blithely turn out the funny-man stuff.

One thing to watch out for in writing collection letters is playing the comedian for the sole purpose of having an appreciative audience. Too often the reader of a gag collection letter thinks, "Boy, this guy is mighty clever. Wish I knew the fellow." End of thinking. End of response. A quick toss of the wadded letter into the nearest wastebasket. Collection impression—forgotten. Result, a smile.

To crystallize the problem: **Are your collection letters getting checks or chuckles?** Both? Fine. Only chuckles? Well, let's see what can be done to get your money instead.

If you analyze reasons for paying bills, you probably won't list congeniality and friendliness among the top reasons. What would you list?

An incomplete, but meaningful list would have two basic points: (1) recognition of the moral and legal obligations to pay because of the contrac-

tual nature of the sale, and (2) willingness and anxiousness to pay to maintain a good credit standing.

With customers who don't pay promptly, you have to appeal to one or more of their "weak spots" to inspire payment. Many collection writers have found these appeals work: (1) fair play, (2) resale on merchandise bought, (3) pride and (4) credit standing. One at a time, of course.

In a Pollyanna world, everybody would pay right on time, always. But since we live in a world made up of practically everything but Pollyannas, we must recognize human frailties as reasons for a lack of prompt payment.

Here are some rather typical reasons for not paying. I'm sure you have run across each one in your business dealings.

1. "I'll get around to it tomorrow—too much to do today." (Just remind the customer, then; don't try to tickle his funnybone. He doesn't need a laugh; he needs a reason for paying today instead of tomorrow.)

2. "It's a lot of trouble—have to hunt an envelope and a stamp." (Make paying easy for him. Send him everything but the pencil. A stamped, addressed envelope pays off in getting your money quickly.)

3. "I'm sort of hard up for cash right now. That party Saturday night sure took a big bite." (Keep on reminding him with the hope that you'll get his next pay check before Saturday night does. Then maybe you'd better concentrate on limiting his account from now on.)

4. "Help! I'm up to my neck now with ye-olde-American installment buying." (This fellow's problem is similar to No. 3 credit customer's. Help him out of this tight place—but put some limits on his spending after this.)

5. "I've been laid off, you numbskull! Why don't you read the newspaper?" (Certainly, this customer doesn't need a humorous appeal. He's willing to pay—but can't. Go along with him. He'll be back on the job before long and buying from you in increasing amounts because of your kindness.)

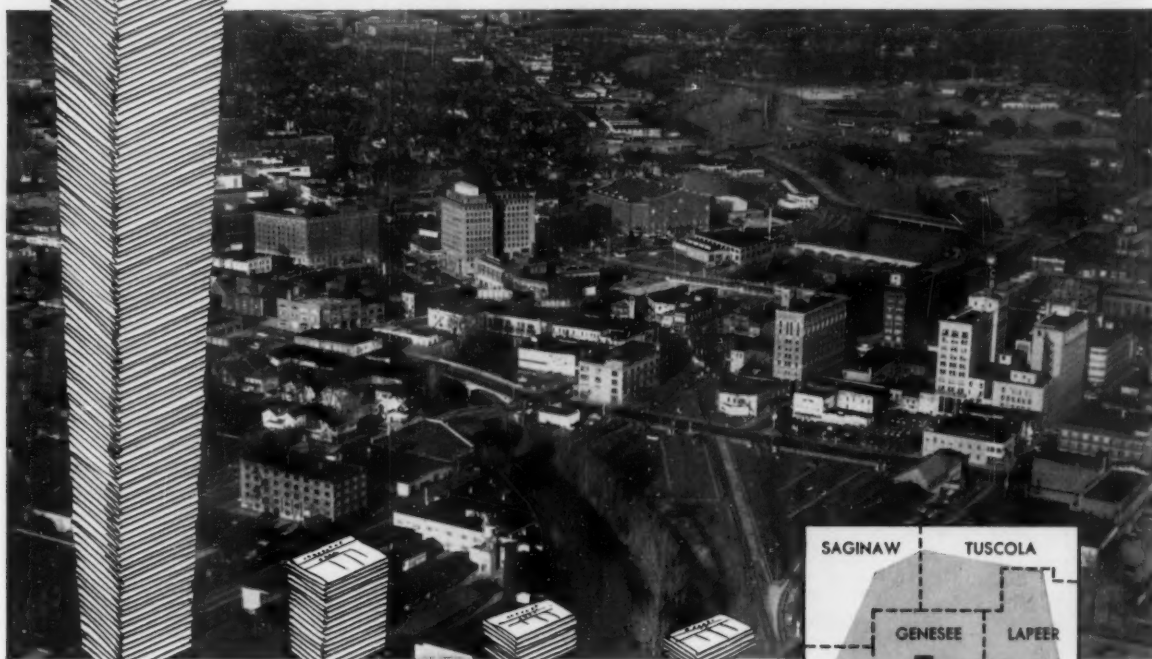
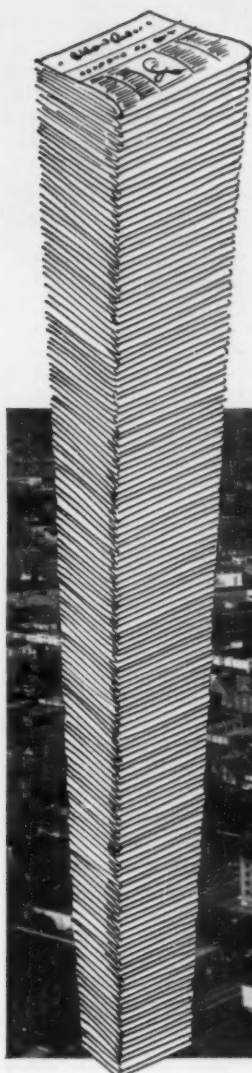
6. "The Gizmo I bought from you

Only **THE FLINT JOURNAL** can give you **ADEQUATE COVERAGE** **In Flint and Genesee County**

MICHIGAN'S 2nd LARGEST MARKET

98.4% of The Flint Journal's circulation is distributed in the Flint Trading Zone. Your advertising in Flint's only daily newspaper will do a more complete, more efficient and more economical selling job for your product than in any other medium. Consult your advertising agency about adding this half-billion dollar market to your 1959 schedule.

1958 RETAIL SALES \$505,402,000

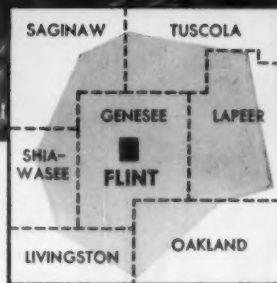


THE FLINT JOURNAL
87,809
83.9% Coverage

DETROIT FREE PRESS
18,035
only
17.2% Coverage

DETROIT TIMES
4,338
only
4.2% Coverage

DETROIT NEWS
739
less than 1%
Coverage



THE FLINT JOURNAL'S TOTAL CIRCULATION—93,912

Source:
SRDS—Jan. 15, 1959
ABC Audit Report, 1957



THE FLINT JOURNAL

NATIONAL REPRESENTATIVES: A. H. Kuch, 110 E. 42nd Street, New York 17, MUrray Hill 2-4760 • Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, SUperior 7-4680 • Brice McQuillin, 785 Market St., San Francisco 3, SUtter 1-3401 • William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.

A Booth Michigan Newspaper

Big Change in Detroit!



**Free Press Daily Circulation
Hits Highest Mark Ever Reported
By Any Newspaper in Michigan**

Daily circulation of the Detroit Free Press has climbed to a record high of 497,799!* That's more weekday circulation than ever before reported by The Free Press, or any other Michigan newspaper!

The Detroit Free Press—Michigan's prize-winning newspaper—continues to surge ahead, growing faster than any other Detroit or Michigan newspaper.

When planning your marketing strategy, cash in on this BIG change in Detroit! Make sure Michigan's only morning newspaper is on your "A" schedule.

*Publisher's Interim Statement for the three months ending June 30, 1959, as filed with Audit Bureau of Circulations, subject to audit.

The Detroit Free Press

REPRESENTED NATIONALLY BY STORY, BROOKS & FINLEY

In Michigan, you see the friendly Free Press everywhere

doesn't work. Why should I pay for the no-good thing?" (One of the purposes of a collection letter, particularly the middle-stage ones, is to break the silence. You can work out an adjustment and/or a payment plan if you know the buyer's problem.)

Look at each of these real-life problems in the light of a gimmick collection appeal. Is the little piece of string going to mean much to the fellow who's out of work—or to the guy who just doesn't have the cash right now because his wife's in the hospital—or to others who have legitimate (or even illegitimate) reasons for not paying?

Let's promote some sensible, realistic collection copy—worded in a way that will make the customer feel he wants to pay, or at least to write you explaining why he can't pay and asking for an extension of time. Since one objective of many a collection mailing is simply to break the silence, a straightforward, from-me-to-you presentation is more likely to get the job done than being clever is.

Talk about helping your credit customer over tight spots (in middle-stage letters). Talk about how much he's enjoying using your Gizmo. Talk about the contractual nature of the sale (in later-stage mailings.) Talk about the customer's good credit standing. Talk about the pride that comes from prompt paying.

Talk sensibly and sanely about a condition which both the writer and reader are aware of. Tactfully, courteously, often firmly. **But be realistic.**

Write as an informed creditor to an informed credit customer. Skip the funny stuff on an unfunny problem. Be a straight man—you might find it's a lot more fun (payment-wise) than being funny! ♦

Meet

Mr.

Gains . . .

page 94

SALES MANAGEMENT

nothing hoists sales like
AWHERENESS



...and nothing builds **AWHERENESS** like the Yellow Pages

Whatever you sell . . . from marine supplies to mattresses . . . make a bigger sales splash by making sure that people who want your product or service know *where* to find you. Build bigger business by building greater **AWHERENESS** in the Yellow Pages.

For national advertisers, Trade Mark Service in the Yellow Pages makes prospects aware

of his local outlets. For the local businessman, advertising in the Yellow Pages makes the community aware of the products and services he offers.

Whatever your needs, the Yellow Pages man will help build a program of **AWHERENESS** for your business. Call him at your local Bell telephone business office.



The advertising medium that tells people where to find your local outlets!

Have You Tried Selling Profits?

There's more to the retailer's profit than meets the cash register in food marketing. Such factors as low "movement" cost, high turnover rate, actually help pay grocers' rents. Do your products qualify? And if so, are you cashing in on this big selling point?

By E. B. CALDWELL
Manager, Newspaper Service Dept.
Parade Publications, Inc.

Ed Abdo, director of purchases for the Weingarten Food Stores in Houston, once said — "I never buy merchandise. I buy sales and profits. Anytime I buy merchandise I wind up with nothing but inventory. Show me how to make sales and profits on your product and I'll always be interested."

Every buyer has the same thought in his mind even though he may not express it so succinctly.

In the new era of marketing in the retail food business, the well-rounded marketing man — either in the field or in the office — must know the arithmetic of the products he sells. He cannot talk intelligently about profits unless he does; and he must talk about profits to sell.

There are three areas in food store marketing where the arithmetic of retailing is important. (And a distinction should be made between the arithmetic of selling and straight accounting.)

1. The cost of moving a product through a store.
2. The cost of price reductions to attract customers.
3. Turnover.

Taking a look at the cost of moving a product through a store we find quite a difference between standard accounting procedures and arithmetic.

Every item in a food store requires a certain number of man-hours in its movement from the truck at the door, to stockroom, to the shelf, to check stand, and to the customer's car.

Each item requires a different number of man-hours depending on how easy it is to mark, to stack or to prepare for sale. For example, a carton of cigarettes takes relatively few minutes to get on the cigarette rack; and the man-hour cost per carton is very low in relation to the selling price. On the other hand a head of lettuce

which has to be trimmed, and possibly re-trimmed, then displayed with ice, etc., has a high man-hour cost.

Obviously, the accountant takes the position it is impractical and much too costly to try to break costs down between products, so all selling, or "movement" costs are lumped under one figure usually called "Clerk Hire." Yet this variation in movement cost is important; and has a very important influence on final profits.

If you know your product has a favorable movement cost, you have a strong additional talking point.

Example A — Two products identical in size of package, ease of marking, stacking, etc. One product is delivered by a vendor to its selling position on the shelf — the other from the warehouse to the back door of the store. The break down of movement cost might be as follows:

	By Vendor	From Warehouse
Cost Delivered to Store	\$0.15	\$0.15
Store Handling Cost*	—	0.0063
Check-out Cost	0.0025	0.0025
Movement Cost	0.1525	0.1588
Retail Price	0.1900	0.1900
Net Profit (Before Charges for General Overhead)	0.0375=19.7%	0.0312=16.4%

* Five minutes of stock boy's time at \$1.80 an hour or 3 cents per minute to price-mark and stack a case of 24 packages and move the empty case back to the stockroom.

Example B — Two identical packages of a household product — one an advertised brand — the other a private label brand of similar quality.

	Advertised Brand	Private Brand
Cost Delivered to Store	\$0.1200	\$0.0750
Movement Cost	0.0088	0.0088
Retail Price	0.1500	0.1000
Gross Profit	0.0300=20%	0.0250=25%
Net Profit (Before Charges for General Overhead)	0.0212	0.0162

Even though the store shows a gross profit of 25% on the private brand against only 20% for the advertised brand there will still be an extra profit of half a cent a package on every package of the advertised brand to help pay the rent.

And, of course, every time a store trades a customer down, sales fall in proportion and the ratio of operating costs to sales goes up.

Someone very wisely remarked several years ago, "You can't pay a clerk with a percentage. That's why the National Cash Register Co. never found it necessary to put a percentage key on one of their registers."

▶ Another arithmetic problem related to movement cost is the dollar sales per linear foot of shelf space, where sales are related to rent rather than to man-hours.

This is a very important index of profit to many retailers — and rightly so.

A marketing man would do well to take the time to prepare himself to approach a retailer with a story along the following lines:

"Joe, I've been making an analysis of our business with you for the past 90 days. You allow us two shelf facings or 12 inches. Based on what you have sold these past three months our product has earned for you \$1.82 gross (just for illustration) per foot of shelf space, per week. From what I read in the trade papers this is considerably above average for a product of this kind.

"But there is one thing I wonder about — Why do you give Brand X four facings to our two? I know it sells for less, and I presume your gross profit is somewhat better. But you have to sell three packages of Brand X to two of ours to get the same dollar ring on the cash register.

"Here are three pennies which represent your gross profit every time you sell a package of our product. I'm guessing your gross on Brand X is about 2½ cents. To get rid of fractions, let's talk about two packages of each. So here is 6 cents gross profit on ours and 5 cents on Brand X. Let's just assume it costs a cent a package to move each of these products through the store, plus another half cent for rental on a foot of shelf space, or 3 cents for the two packages. Taking these 3 cents away

from each of these two piles of pennies leaves 3 cents change on our brand and only 2 cents change on Brand X. In other words, there's an extra penny profit on every two packages of our brand to help pay the cost of running your store.

"Don't you think you'd be ahead if, instead of encouraging your customers to switch to a lower-priced brand, you gave us equal facings?"

Work out the movement cost relationship between your product and some of your competitor's brands, whether they be advertised or private labels. You may well find you have quite a strong sales tool.

Turning now to the cost of price reductions to attract customers:

When a store runs a special sale on any product, the sales manager, or the man in charge of pricing, should know pretty well how the special price is going to affect profits.

If the regular shelf price of a product is 25 cents and he sells ten 24-pack cases a week per store, at a gross profit of 20%, he makes \$12.00 gross profit per week at the regular price. If, however, the product is offered at 21 cents a package on a special sale and the store still sells only ten cases, the total gross that week is only \$2.40. So the store winds up losing \$9.60 gross profit and has failed to attract any extra customers.

Obviously, to make the same gross profit at 21 cents as at the regular shelf price the store must sell five times as many cases during the sale.

This would be an unusually large increase for most products; the normal increase might be closer to three times the regular movement. This would mean the store would make \$7.20 and the sale would cost \$12.00 minus \$7.20, or \$4.80.

► On the other hand, the sales manager's experience might show he could set a sale price of two for 43 cents and still sell three times his normal weekly sale. This would bring him an extra 12 cents per case, so the sale would reduce his total gross profit only \$4.80 minus ten times 12 cents, or \$3.60. Considering that the store moved 480 extra packages during the sale, the cost per extra customer attracted becomes quite reasonable.

It will pay a marketing man to study the movement of his products on special sale at varying prices; then he can counsel his customers as to the special-sale price which will produce extra customers most efficiently.

The really important arithmetic of food product marketing is, of course, turnover. No one needs to feel too

sorry for a food store making only 1½% on sales after taxes, unless the store's stock control is pretty bad. A store should get at least 20 turns a year on its inventory investment — and, on that basis, get the original investment in inventory back in a little over three years.

This is the primary reason why food stores, as a whole, can operate on such a low overall gross profit compared to department and other stores where inventory turnover runs from four to six or eight turns a year.

The arithmetic is simple: Taking the product mentioned above, which retails at 25 cents and sells ten cases a week, yielding \$12.00 weekly gross profit — in all probability, between the store's back room and shelf stock the average inventory of this product would be somewhere around eight cases (figuring on a delivery schedule of twice a week). The average investment would, therefore, be \$37.60 at cost, or \$48.00 at retail and the gross

return on this investment (at cost) would be \$12.00 times 52 or \$624, divided by \$37.60, or 1,660%.*

Few businesses operate on narrower margins than the retail food business in this country. It is one of the most efficient systems for the distribution of merchandise which can be found anywhere in the world. Managers of food store companies cannot afford to make mistakes and the arithmetic of their business is constantly on their minds.

Any marketing man who is thoroughly familiar with the various phases of the arithmetic of his products is not only a better salesman — he is a superior salesman. ♦

* A more detailed story on turnover, and a method for determining the turnover required on any product to earn a desired net profit ran in *Sales Management*, November 1, 1951. For reprints, write E. B. Caldwell, Manager, Newspaper Service Dept., Parade Publications, Inc., 285 Madison Ave., New York 17, N. Y.





Coming Soon:

Detroit's Battle of the Welterweights

By HARRY WOODWARD
Human Interest Editor

D-Day for the automotive industry—that day when the first of the Big Three's small cars, so called, will face the discerning eyes of an alert buying public—will arrive sometime after Labor Day.

For the past few years the Detroit giants have watched the steady growth of the foreign imports, watched first with indifference, later with alarm and indecision. For the last two years it has not been possible for industry spokesmen to refer, as they did during the preceding five, to the little overseas cars as "a flash in the pan." Too long Detroit took the attitude that if you ignore them, maybe they'll just go away. They didn't. They came in increasing numbers; they cut into the sales of used cars—particularly with that segment of the public that had moved up to two-car status. They crossed all income lines. Yet, strangely enough, the average foreign-car buyer has been better off, financially, than his domestic-owner brother.

Detroit had cause for alarm. To tool up and produce a small car would mean enormous outlays for tools and dies. Their compact cars, if they were built, would have to be new from the tires up. If the small car craze was just that, the giants would be in trouble.

Finally the inevitable decision had to be made. And Ford, GM and Chrysler, all made their announcements: Each would manufacture a small car.

Chrysler's will probably be the last out of wraps. At the moment, this smallest of the Big Three is still making changes in its Valiant. Plans indicate it will feature a big engine, styling that leans toward the European. Chrysler's stylists have been battling over the styling. There have been serious disagreements as to what the car should look like. Chances are it will look conservative rather than avant-garde.

GM has used all its collective brains as a hedge against the future. Its aim for both its dealers and the public is to provide something for everybody. Within the next year, if things work out as planned, you will be able to buy a medium-size car from a Buick, Pontiac or Oldsmobile dealer. And Chevy will have its Corvair, which will use the same basic body design as the other three. The Corvair will use a rear-mounted engine.

Which brings up an interesting sidelight: The other manufacturers seem to nurse a sneaky feeling that the Corvair will be "the one to watch." In the first place it will be a Chevrolet product and Chevrolet has been pushing Ford hard for a long time. In the second, its radical—for American manufacturers—rear engine could set a trend.

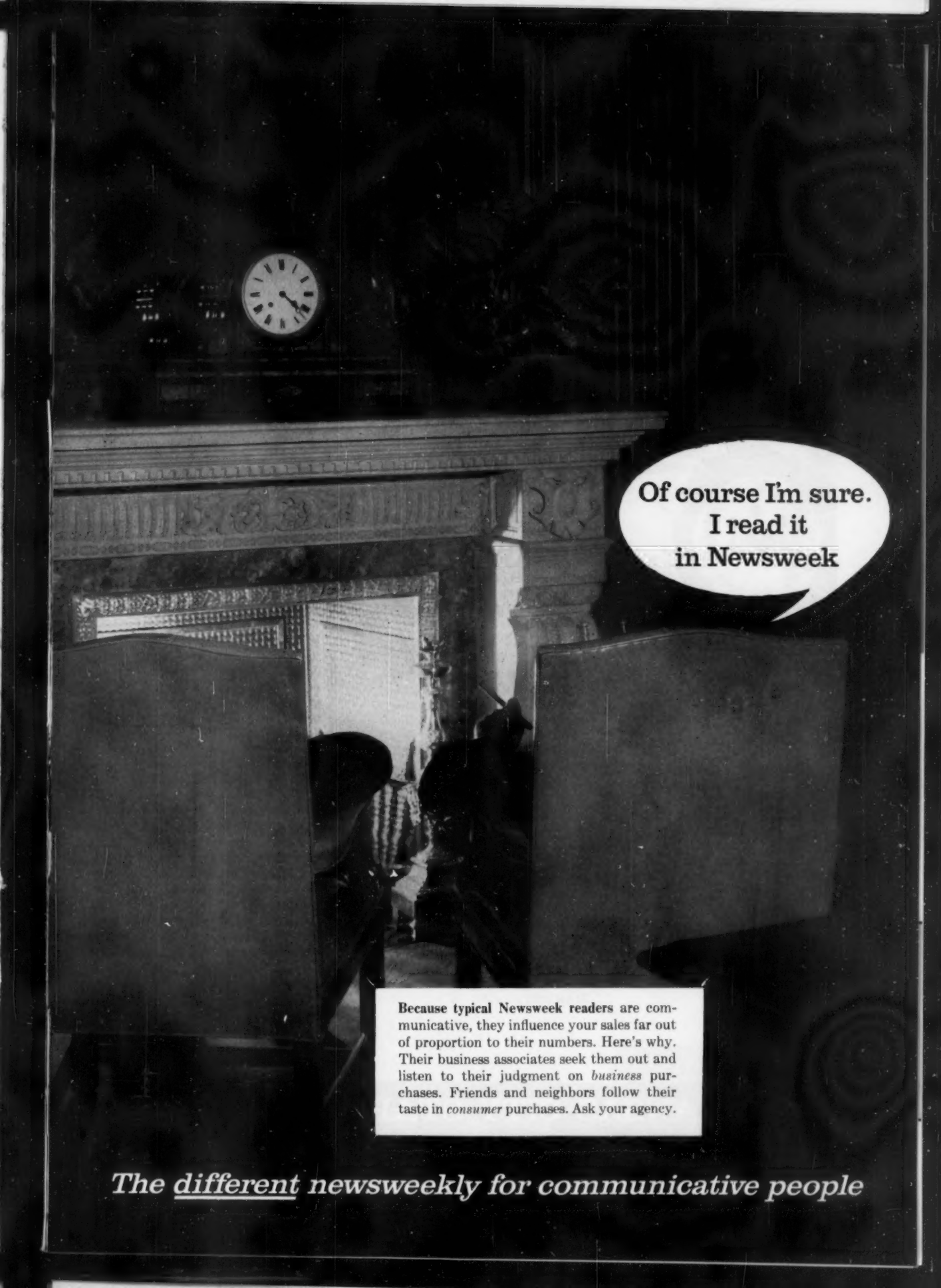
So George Romney, American Motors' boy wonder, has been playing it cagey. He has been using big-space ads in which he explains why, for a compact as opposed to a small car, a rear engine is impractical, harder to

steer and control. He has pushed his once-faltering Rambler way up there in sales. Today it outsells many of the old, established names of the Big Three. And he constantly hammers home the theme that American Motors pioneered with the compact car, that his company has the know-how to make them and make them better than the inexperienced-in-such-operations Big Three.

And Chrysler has stolen a leaf out of Mr. Romney's book. That company has a stake in the Simca, the French car Chrysler dealers sell. The Simca has been a sleeper, rousing from its lethargy to give better-established competition such as Rootes Motors' Hillman, a tough time. Chrysler, too, has been using ample newspaper and magazine space to make its point, that a car of Simca's size isn't the place to install a rear engine.

Ford's new entry in the compact car sweepstakes, the Falcon, mirrors that company's current styling thinking. Ford did well this year by sticking to conservative styling for its namesake. After having taken a slight rap from Chevrolet, with its all-new and radical styling, Ford gained some lost ground and has been running close to Chevy. The car will borrow, in appearance, from Ford's successful Thunderbird.

But all members of the Big Three are facing their biggest problem: How to keep the price down somewhere near the \$2,000 level. It isn't easy and it is almost a necessity if the compact



Of course I'm sure.
I read it
in Newsweek

Because typical Newsweek readers are communicative, they influence your sales far out of proportion to their numbers. Here's why. Their business associates seek them out and listen to their judgment on *business* purchases. Friends and neighbors follow their taste in *consumer* purchases. Ask your agency.

The different newsweekly for communicative people

to help sell more food in the nation's

HOTTEST FOOD MARKET

The Kansas City Star plans the biggest food promotion in its history . . .

BETTER MEALS BUILD BETTER FAMILIES



IN SEPTEMBER, The Kansas City Star breaks with the most explosive and powerful food promotion ever planned to achieve consumer buying action and trade support. It's called **BETTER MEALS FOR BETTER FAMILIES**.

Meetings have been held with Kansas City food chains and manufacturers' reps. Not only have they voiced genuine enthusiasm for the program . . . they'll also provide a **FAVORABLE BUYING CLIMATE** for products of manufacturers who co-operate.

The Star is keeping the trade informed on advantages of tie-ins and in-store displays. Personal presentations have been made to all major retailers. We believe this will be the most successful food promotion in years. All factors for sales success are being co-ordinated by The Star in the nation's **HOTTEST FOOD MARKET**.

Get in

THE KANSAS CITY STAR

Get in the Money!

cars are going to click. For unless the price can be gotten below the least-expensive offerings of the Big Three (the six-cylinder, standard-shift models) the public could turn the tables and go for the bigger jobs.

Or—even worse—buy one of the small, relatively inexpensive foreign jobs, like the Renault or Volkswagen.

Studebaker-Packard is concerned about the whole picture. The ancient company, amalgamation of two of the oldest and most respected names in the industry, was on its uppers until last year when S-P's Lark appeared. The car has had an excellent reception. And, interestingly enough, its good sales (for the first six months of the year, almost 90,000—many more than the company produced for the entire 1958 year) didn't affect Rambler's prosperity. Rambler is still working around the clock to provide dealers with enough cars to supply demand. And Rambler is adding manufacturing facilities to take care of the growth it expects.

The Lark, for '60, will be but slightly changed. It will have a redesigned front grill and four headlights and minor changes in the rear. And it will have a new sister—a convertible to balance out the family for S-P.

► What will happen to the bigger—some people even say elephantine—offerings of the Big Three? They will, says Detroit, still be with us. But most of them will look somewhat more conservative; Buick, particularly, since its sales have been disappointing for the past several years. Buick wants to woo back the old customers it began, in '54, to lose to Ford and Chevy and it will court them with a car that looks like what people seem to expect a Buick to look like.

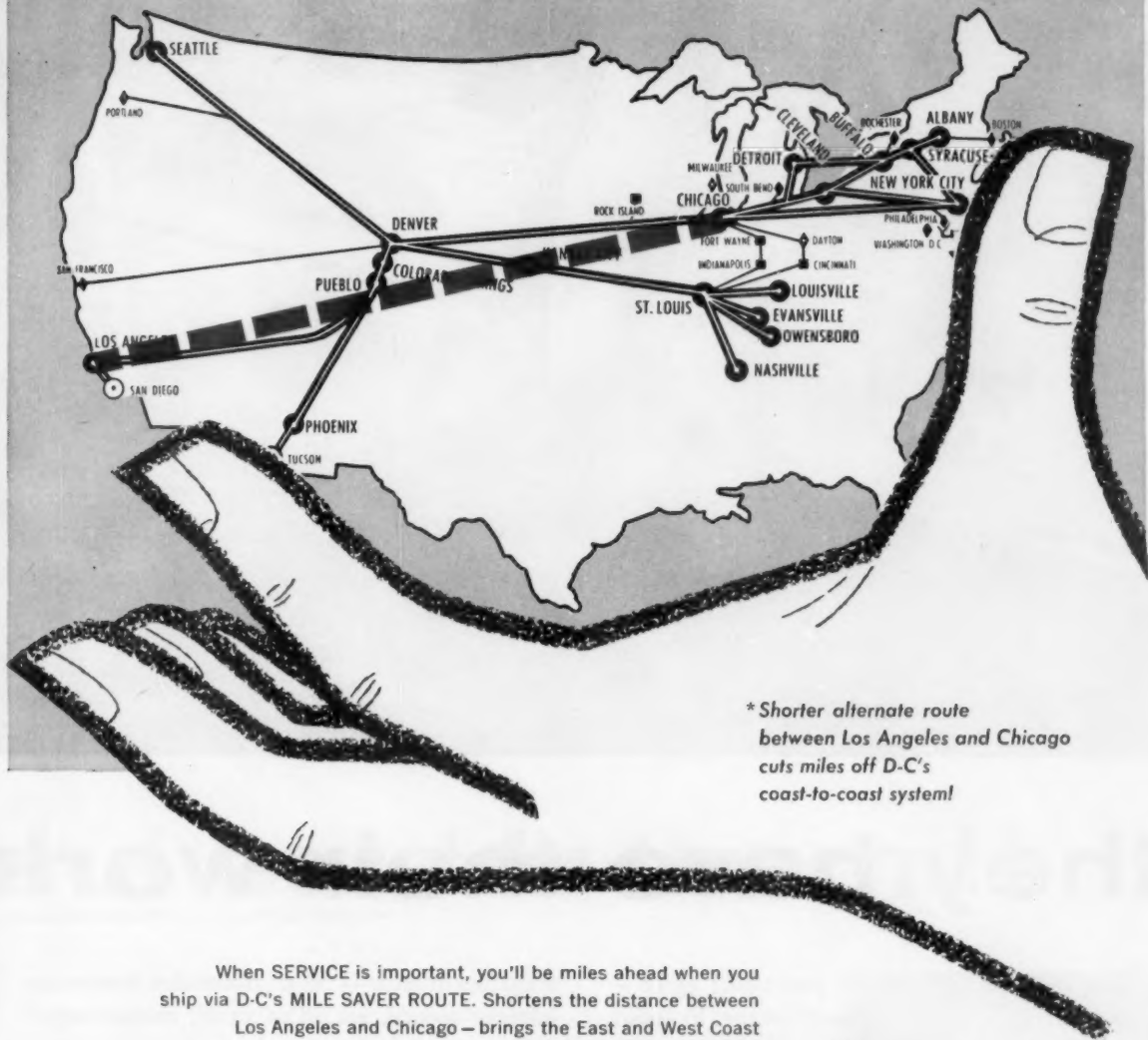
Some of the old names will either drop out or appear in a completely new guise. DeSoto, for instance, has been in bad trouble. And it is very possible that Chrysler will throw the DeSoto name at one of the medium-price compact cars it is planning in addition to its Valiant.

The same thing could happen to Ford's Edsel.

And what of the imports? Some, undoubtedly, will pull out of the market. The smaller cars stand the best chance of survival. And Rootes, the British outfit that produces Hillman and Sunbeam automobiles, recently ran a big ad in The New York Times, tossing an orchid to Detroit for its plans to make compact cars. The theme: there's room enough for both of us. This may have been whistling in the dark. Time, alone, will tell. ♦

Shorten the distance coast-to-coast with...

D-C's MILE SAVER* ROUTE



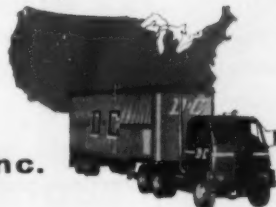
* Shorter alternate route
between Los Angeles and Chicago
cuts miles off D-C's
coast-to-coast system!

When SERVICE is important, you'll be miles ahead when you ship via D-C's MILE SAVER ROUTE. Shortens the distance between Los Angeles and Chicago — brings the East and West Coast miles closer — makes D-C's DIRECT SERVICE even more direct!

Try D-C's MILE SAVER ROUTE on your next shipment — you'll discover why D-C is the coast-to-coast choice for coast-to-coast service!

DENVER CHICAGO TRUCKING CO., Inc.

THE ONLY DIRECT COAST-TO-COAST CARRIER!



the *Prestige* that counts is USE



they have their work

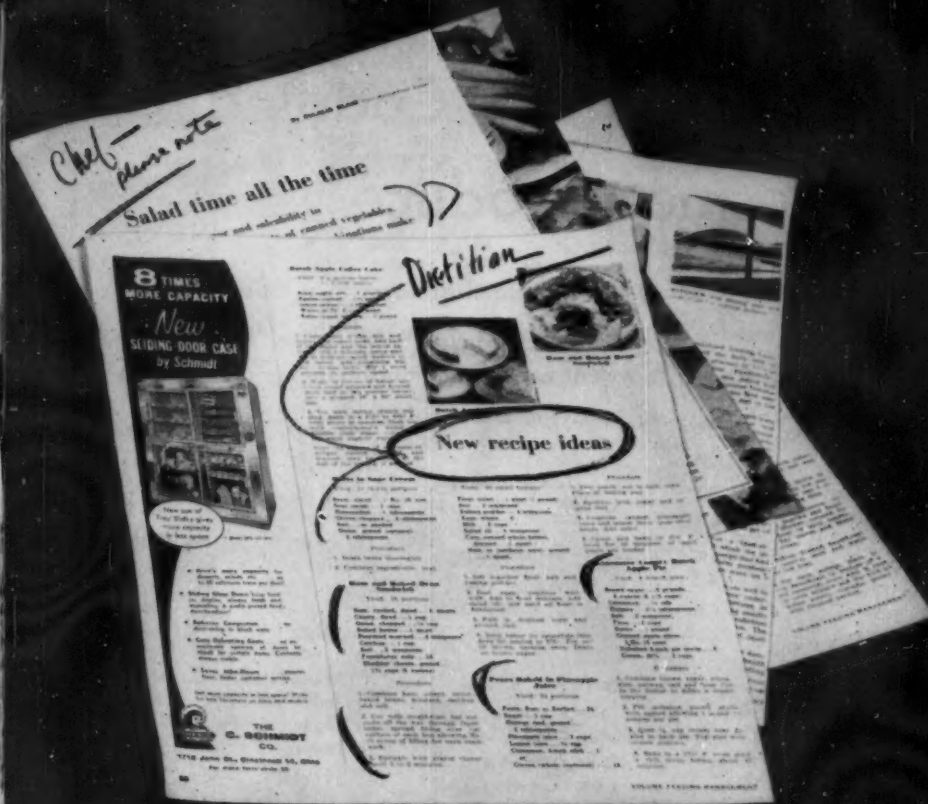
The chef, the dietitian, the purchasing agent—they're going to see every issue of **VOLUME FEEDING MANAGEMENT**, but before they do, the boss often clips pages...to make sure his people go to work immediately on the ideas he considers most important.

Ideas that put recipes into menus...that show new types of service equipment...that suggest new methods to save time or labor. This is the

magazine of ideas—the magazine that is *used* to improve service, get rid of waste, reduce costs.

Volume feeding managers find practical ideas in **VOLUME FEEDING MANAGEMENT** because this is the only magazine edited exclusively for volume feeding specialists in restaurants, schools and colleges, clubs, hospitals, employee feeding facilities...

This search for ideas means advertisements get



cut out for them !!

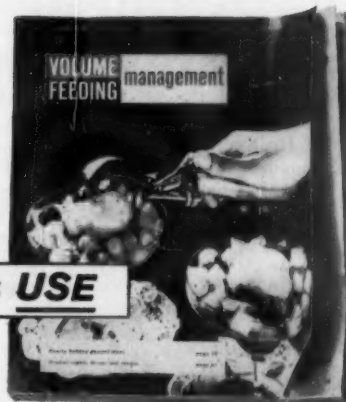
read as well as editorial pages. That's why your advertisements in **VOLUME FEEDING MANAGEMENT** develop good sales leads, help your sales representatives get business.

This is the kind of prestige that counts... on the sales front.

205 East 42nd Street,
New York 17, N. Y.
a Conover-Mast publication

NBF BPA

The magazine volume feeding specialists USE



Why Continental's Coddled Salesmen Produce

With less than 10% annual sales personnel turnover in a route sales setup, Continental Coffee Co. knows it has sold its sales program. The firm uses cash incentives, promotional deals and, most important—the personal touch—to show salesmen it cares.

Continental Coffee Company's 200 route salesmen are (1) on speaking terms with the president and (2) on selling terms with their customers.

Alvin Cohn is happy about this. As Continental's youngish, sales-minded president, he'll tell you, "Our company (1958 sales: \$30 million) is only as good as our salesmen — and they're pretty good.

"You can't manage men without knowing what's on their minds," he adds. "The most important thing you can accomplish is to encourage them to say what they really believe.

"You must consider your sales force when you make a policy decision. How will they feel about it? How will it affect them? In short, you've got to understand that front-line salesman of yours — all of his operating problems, his incentives, his compensation. Everything you do must be oriented to the salesman. You can't hire him and forget him!"

Continental Coffee Co., Inc., is an institutional supplier of coffee and allied food products from chocolate syrup and egg noodles to soup mixes and barbecue sauces. Coffee, however, accounts for 75% of the annual sales volume. Plants are located in Chicago, Brooklyn, Toledo and Seattle.

Company salesmen are route salesmen. They sell a user, then deliver the order. It's hard work and a man can easily become discouraged. Cohn recognized the need for more than the average incentives.

He found them, applied them and annually loses less than 10% of his sales personnel. For a route sales organization — an outstanding record!

Cohn, and his general sales manager, Walter Belinky, actively encourage route salesmen to "keep going" with an idea they believe has

President Sells Salesmen

"We know that we must continue to sell and re-sell ourselves to each of our salesmen if he is to continue to do a good job for us," says Alvin Cohn, former sales head and now president of Continental Coffee Co., Inc., Chicago, Ill. He started as a route salesman, managed the firm's New York office and, in January of this year, moved into the president's chair. "Like most companies," says Cohn, "we want our salesman to have confidence in his company and its products. At the same time, we recognize our obligation to have confidence in him!"



Alvin Cohn

merit. If a district manager turns them down, Cohn suggests they route it to Sales Manager Belinky. If the idea still receives a no, the salesman has, and uses, Cohn as a final recourse. ("We want it this way. The system has given us some of our best operational and new product ideas.")

Continental uses call reports which are filed once a week with the district manager. Each of the 28 district managers rides the routes periodically.

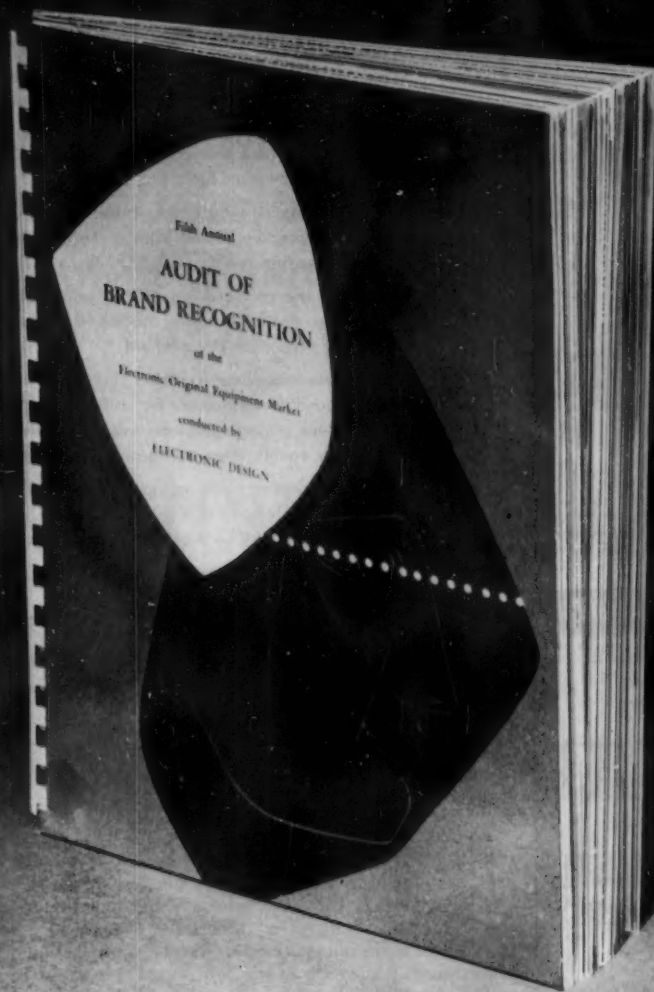
Cohn himself may drop in on a route salesman, along with the district manager, and run the rounds of Continental customers in that territory. ("... I do this about ten times a year, the district managers do it constantly. We've found this to be the only way sales management can really understand the route sales situation.")

Continental salesmen seldom, if ever, have a chance to feel alone. Scarcely a day passes when a letter, memo, suggestion for a new promotional deal or general sales message doesn't arrive at their homes.

Cohn's salesmen are actually solicited once a year for new product suggestions. The results are published in a general report and sent to the entire force.

When a man comes up with a useful suggestion about operations, sales approach, etcetera, the company memos it to everyone — "Such recognition has spurred creative thinking on the part of everyone," says Cohn.

A new Continental salesman receives concentrated on-the-job training. He goes directly into his new territory with a senior salesman at his side. The first thirteen days in the field, the new Continental salesman receives his training from the senior man through a rigid, prescribed lesson



How Does Your Company Rate with Electronic Design Engineers?



Electronic Design's "Sixth Annual Audit of Brand Recognition" tells you just how your products stand in the minds of your customers and prospects. It rates over-all advertising effectiveness for 48 electronic product categories. Here is a measure of the achievement of your objective to make a favorable, lasting impression that will be recalled at the time of specification and purchase.

The results of this study serve as a fundamental guide in planning advertising to the electronic industry. Distribution of the 65 page report is restricted to sales and marketing executives of electronic manufacturing plants and to their advertising agencies.

Copies may be obtained without cost by writing to Hayden Publishing Company, Inc., 830 Third Avenue, New York 22, N.Y.

Greensboro --
**GREEN THUMB
 OF THE NEW SOUTH'S
 MARKETS!**



Sales grow bigger and faster in the Greensboro metropolitan market — where retail sales have increased a hundred million dollars in just four short years.

Greensboro News and Record

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.

from the desk of
Richard H. Frey
 Vice President-Sales

Hollywood Beach
 hotel/golf club
 hollywood/florida

To: Howard Ganek,
 Director of Advertising

Please advise our ad agency to eliminate all superlative-type adjectives in describing the Hollywood Beach Hotel. I realize they're applicable, but the public is fed up with such terms.

Let's use down-to-earth language to say that the Hollywood Beach offers more to anyone interested in sales meetings and conventions, sales incentive contests, seminars, directors conferences and just plain vacationing.

I feel that the combination of unadorned facts and our reputation will do the trick.

Dick

Look Ma, No Staples!

With this issue **SALES MANAGEMENT** makes a further advance in its usefulness to readers, with lie-flat, easily detachable pages. Nearly five years ago (October 15, 1954) we pioneered with perforated pages—which made a bigger hit with subscribers than any other single innovation before or since.

But there was one annoying feature, shared by us and countless other magazines bound with a metal side stitch: you couldn't open the magazine out flat.

Now with the cooperation of our printer, Hughes Printing Co., we present a slotted binding, no staples, providing strength plus flat opening plus easy detachment.

Make these experiments: hold this issue up by a single page. It doesn't become detached. But then open the issue flat to any page, and tear a page with an even pressure. It's as easy to detach, perhaps easier, than the former perforated page.

The improvement adds to our production cost, and we'll consider it worthwhile only if a substantial number of subscribers will take the trouble to tell us that they like the innovation.

Do you like it enough to tell us so?

Philip Salisbury
 Publisher and Editor
SALES MANAGEMENT
 630 Third Avenue, New York 17, N. Y.

plan including a daily progress test.

At the end of this period, if the district manager feels he is going to stay, and the new man is happy, he spends a week at the plant where he receives, individually, a thorough briefing on main office operations and procedure.

The Continental salesman usually finds himself working towards definite sales goals. Contests abound. "We used to use customer premiums," says Cohn, "but we found that the premium was being used as a sales-crutch rather than as a stimulus for new business. Adequate cash incentives now provide the stimulus. A short contest-period also was developed as an aid to the sale of a specific product (e.g., a one month salad dressing contest). However, we found that this tended to restrict sales to specific products rather than stressing sales of the full line. Now, contests are judged on the basis of full-line total sales over a comparable period of the prior year."

Promotion of Continental salesmen to district managers results strictly from within. Says Cohn, "This factor alone has added to our morale-building program. However," he adds, "be careful of promoting a top salesman to an administrative job. We've found that you can lose a good producer

and not gain a good sales manager. It's a question of exhaustive observation and evaluation of the candidate."

With practically all full-line salesmen now representing Continental, each man is compensated in direct proportion to what he actually delivers to the institutional food operations in his territory. Cohn maintains a strict rule that there will be no house accounts.

Continental Coffee's route salesmen are well paid (average annual income: \$7200); they receive almost daily reports of company operations and profit-boosting deals; their suggestions are not only welcome, they are solicited, recognized and implemented.

Says Cohn, "We want our man to be a family man and a solid citizen. We want him to want the nice things in life and to be willing to work for them. We feel that if a man wants to own his own home, have adequate insurance, take vacations and send his children to college—he'll make that extra call, pursue that extra order, put forth that extra effort to obtain these things. These are the principles that guide us in selling our sales program to our men."

Continental salesmen know the company cares whether they live or die—their daily mail proclaims it loud and clear! ♦

What does Good Housekeeping do better
than any other medium?

*...better than radio,
television, newspapers,
billboards
or any other magazine?*

It shortens the time and reduces the cost of marketing a product

Good Housekeeping gets a product off the ground so much faster and cheaper because advertising exposure is multiplied by the *believability* of the Good Housekeeping Guaranty Seal.

You *pay* for the 12,350,000 regular readers of the magazine. But you can also *influence* 40,930,000 women* through the Seal.

Especially is this Seal respected by younger people. Families not yet set in their ways and not so sure of their knowledge and judgment of values. The Good Housekeeping Seal is a young homemaker's confidence builder. It can and does sway her choice.

*Crossley, S-D Surveys, Inc.

WHAT'S YOUR MARKETING PROBLEM?

- ... new product in an established line?
- ... new company out to build a brand?
- ... new improvement in an established product?
- ... drive on younger market of new homemakers?
- ... building increased demand for established brands?

*In every situation,
Good Housekeeping
shortens the time, reduces
the cost of marketing!*



*P.S. Largest July
Issue Ever!*



WE
CAN HELP
YOU TOO

AMERICA'S
MOST EFFICIENT
PERSONNEL RECRUITMENT
SYSTEM
SINCE 1935

NO
CHARGE
TO
EMPLOYER

CONTACT
YOUR LOCAL
PERSONNEL
CONSULTANT

OR
WRITE

HARRY C. VAUGHN, DIRECTOR
LEVEQUE LINCOLN TOWER
COLUMBUS, OHIO

ASK
FOR COPY OF
"THE EMPLOYMENT
COUNSELOR"

Make your
**BUSINESS
GIVING**
in '59

Whether it's
a barometer
that forecasts
weather, a ther-
mometer and
humidity indica-
tor that shows com-
fortable air conditions
... more than 40
models from which
to choose. The
gift that is
just right for
your business
friends ...
whether it's
for home or
office, individ-
ual or family ...
whether it's for
wall or desk, smart-
ly modern or gracefully
traditional ...

**SIMPLE and
PRACTICAL
REMEMBERED
and
APPRECIATED**

Airguide instru-
ments are distinc-
tively beautiful,
lastingly useful,
accurate and
guaranteed.
Write for full
color catalog.

**GIVE
Airguide
WEATHER
INSTRUMENTS**

AIRGUIDE INSTRUMENT CO.
2218 Wabasha Ave.
Dept. 5, Chicago 47, Ill.

Don't Train Away the Effectiveness Your Salesmen Were Born With!

By ARNOLD PERRY
National Sales Manager, Plastics Division
American Photocopy Equipment Co.



Too many sales managers, playing God, attempt to train their salesmen unto their own images. This is totally unrealistic and, we believe, wholly ineffective.

To sell effectively, a salesman must sell naturally. To mold him into something he is not—is to take away from him the very qualities which give him confidence and, therefore, effectiveness.

► Translating this theory into profit-reaping action, our managers use the salesman's innate personality traits as the most important tool on which to base training in presentations. For example, in the training of a relaxed, slow-moving salesman, a rapid-fire presentation would not do. Rather, the same ideas and sales techniques are applied in a fashion which is adaptable to the salesman's personality. It is obvious that, if a rapid-fire technique was used by the manager (who might personally find it the most effective way to an order) the salesman would find the method completely foreign and unusable.

A truly effective sales manager must be an actor with a diverse repertoire. We advise our sales managers, before making a call in the field, to determine the nature, sensibility, and temperament of the man they are to train.

This, of course, can be accomplished through conversations and observations, with the sales manager asking himself: "Can this man think and speak rapidly?"; "Is he a con-

servative individual in his statements and claims?"; "Can he attach humor to his presentations?"; "Will his approach to customers vary, or will he use the same approach on all occasions?" Only by knowing the man he is training can the manager help him to emphasize his natural sales personality.

The most important assumption a sales manager can make in training new salesmen is that, inherently, people can not be changed. We feel, in hiring a sales applicant, that he is accepted on his merits and background. Any attempt to alter his basic personality or methods of approach is impractical and unrealistic.

We have seen men who are unkempt-looking, headscratchers, stutters and stammerers, but they are as successful as their glib, urbane counterparts. Our sales managers have become expert at assuming the personalities of the men they are training, while demonstrating our sales approaches and techniques. This chameleon-like quality can be acquired by any sales manager who is cognizant of the need for it and willing to practice it.

Here's a starter: At your next administrative sales meeting you might give detailed descriptions of five different sales types. Then, have each of your sales managers give a presentation—in the role of one of these typical salesmen.

What man will not say—"Why I can do that!" when he sees the job done in his own style of doing? ♦



McGraw-Edison Company
used glasses decorated with the symbol for their Profit Sharing Plan as awards to employees for constructive contributions.

Mountain Valley Water
gave this decanter along with two water tumblers with matching decorations to their customers as a Diamond Anniversary Gift.

M. J. Grove Lime Company
used sets of this glass decorated with their special 100th anniversary seal as gifts to customers.

Specially Decorated Glasses by Libbey... Sales Stimulators designed *just for you!*

Attractive Libbey Glassware is always welcome, always appreciated. And when specially decorated with a colorful design created just for you, Libbey glasses are more than gifts...they are lasting reminders of your name and service.

Nationally advertised Libbey Glassware is ideal for souvenirs, com-

memorative gifts, sales incentives, premiums, attractive combination packaging and many other uses.

Libbey glasses colorfully decorated with "Custom Designs" can be produced in surprisingly low minimum quantities...in many sizes or shapes...and packed in corrugated cartons of 6 or 8 to meet your needs.

May we design for you?

SEND THE COUPON NOW FOR FURTHER INFORMATION ▶

Premium Department, Libbey Glass
Division of Owens-Illinois, Toledo 1, Ohio

Please send me information about SPECIALLY DECORATED Libbey Glassware. I am particularly interested in

- | | |
|--|--|
| <input type="checkbox"/> Business Gifts | <input type="checkbox"/> Special combination packaging |
| <input type="checkbox"/> Special events or Souvenirs | <input type="checkbox"/> Complete Premium promotion plan |
| <input type="checkbox"/> Other | |

Company _____

Address _____ City _____ State _____



Name _____ Title _____

SM-5

LIBBEY SAFEDGE GLASSWARE
AN **®** PRODUCT

OWENS-ILLINOIS
GENERAL OFFICES • TOLEDO 1, OHIO



There's really nothing complicated about good business advertising. You just take your best sales approach  and feature it in the publications  read by worthwhile prospects in your best markets, so that it reaches a lot of them all at once—and often.

The only thing that's complicated is finding out, in advance, which sales approach

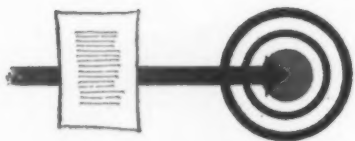


market...

will work best with the prospects most important to you in each separate



Even that can be easy (for you) when you put our "ditch diggin'" sales investigators on the job to talk to your prospects and dig out the things they never tell your salesmen... what they really think about your products and your company... what they really want to know about products like yours.



Then, with much of the guesswork eliminated, we help you shoot the right sales message to the right bull's eye through

the right media. The Schuyler Hopper Company, 12 East 41st Street, New York 17, N. Y.

LEXington 2-3135. "Ditch Diggin' Advertising that sells by helping people buy."

New Books for Marketing Men

Wholesaling, by T. N. Beckman, N. H. Engle and R. D. Buzzell. Published by The Ronald Press, 15 E. 26th St., New York 10, N. Y. Price, \$8.00.

This is the third edition of a definitive work on wholesaling, a comprehensive treatment of wholesaling management. New concepts and developments in the field, particularly in cost accounting, performance measures in managerial control and electronic data processing are discussed in detail. An appendix contains specially prepared case problems.

Management of the Sales Force, by William J. Stanton and Richard H. Buskirk. Published by Richard D. Irwin, Inc., Homewood, Ill. Price, \$8.70.

The authors have attempted to, and succeeded in presenting a complete guide to the nature of the sales job. The book concerns itself exclusively with operating an outside sales force. There are helpful sections on such subjects as indoctrination of the new salesman in the job and the social responsibilities of a sales executive.

Get the Prospect to Help You Sell, by Ed J. Hegarty. Published by McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36, N. Y. Price, \$5.95.

An informal, chatty, how-to book by a man who is now a business consultant after a number of years as director of sales training with Westinghouse. The author deals with sales techniques, particularly those that involve "getting the customer into the act."

Psychology in Business, by Leslie Beach and Elon L. Clark. Published by McGraw-Hill Book Co., Inc., Price, \$5.75.

This book deals with basic psychological concepts and deals with them with particular reference to business and job conditions. Written in a simple style, it is easy to follow, presents no difficulties for the layman. The material has been class-tested at the General Motors Institute.

Why People Buy, by Louis Cheskin. Published by Liveright Publishing Corp., 386 Fourth Ave., New York 16, N. Y. Price, \$5.00.

The subtitle of this book is *Motivation Research and its Successful Application*. It's a complicated subject. To make it easier for the layman to follow and interpret, the author uses case histories. Examples: why the

four-seater Thunderbird has been a success and why another Ford product, the Edsel, has not been a marketing stand-out. Other topics: trademarks, company image, how ads are tested. The subject of motivation is sugar-coated but the substance of it is here.

Power Selling, by Willie Gayle. Published by Prentice-Hall, Inc., 70 Fifth Ave., New York 11, N. Y. Price, \$4.95.

Willie Gayle says he tosses the standard rules of "the game" (he means salesmanship) out of the window. His publishers also say his book can make "flawless salesmanship automatic, habitual, almost instinctive." A big order. Briefly the book presents a highly individual brand of selling. It does contain some worthwhile material on handling oneself and one's customers.

Inside Secrets of Selling, by Jack Wardlaw. Published by Fleet Publishing Corp., 70 E. 45th St., New York 17, N. Y. Price, \$3.50.

Wardlaw is a salesman (insurance)

in Raleigh, N. C., who has made his success by using such techniques as sending out 20,000 birthday cards annually. His is the southern school of selling (if such exists)—relaxed. His sales philosophy is, as a matter of fact, "relax-disturb-relieve." He's an articulate spokesman for personalized salesmanship and he writes entertainingly about the things he's learned in his long career as a salesman.


Stop Hiding from Success, by Charles A. Cerami. Published by Prentice-Hall, Inc., 70 Fifth Ave., New York 11, N. Y. Price, \$4.95.

Author Cerami, an editor of the Kiplinger Washington Letter and Changing Times, writes with the easy style that characterizes those publications. His topic here is what he chooses to call "total concentration" as a means to success. He writes of such things as learning to love your job, deciding your potential and realizing it, overcoming irritations, getting the profit motive into your career. Much of it is bedrock material.





"BUSINESS PUBLICATION ADVERTISING SELLS OUR PRODUCTS AND OUR PEOPLE"



"We advertise in leading business publications to introduce our people and products to market," says Elden L. Auker, Vice President, Marketing, Bay State Abrasive Products Company. "Our ads feature cost-cutting solutions to specific grinding problems. This has worked extremely well in direct support of our sales force, and also aids distribution by attracting top-flight field representation. We know of no other promotion method as efficient as advertising in business publications."

IF WHAT YOU MAKE OR SELL is bought by business or industry, you can "mechanize" your selling by *concentrating* your advertising in one or more of the McGraw-Hill publications serving your major markets. Your sales message goes directly to the men who buy . . . talks their language while they're in a business mood. This gives your salesmen more time to make specific proposals and close sales.

McGraw-Hill



PUBLICATIONS



McGRAW-HILL PUBLISHING COMPANY, INC.,
330 WEST 42nd STREET, NEW YORK 36, N. Y.

6 STEPS TO SUCCESSFUL SELLING



MORE ADVERTISING HERE MEANS

MORE SALES TIME HERE



Here's the market in the mid-Alabama area that's effectively covered ONLY by the Capital Papers:

- 25% of the total Alabama retail sales
- Highest retail sales-per-family
- \$140,000,000 payroll
- Stable year-round market due to balance of industrial, military and government employment with farming and cattle raising.

You can raise your Alabama sales quotas when you cover the Capital Part with—



Meet

Mr.

Gains . . .

page 94

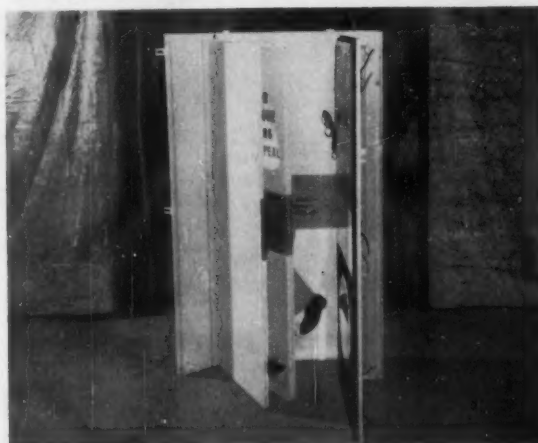
The Display That Turns into a Crate

Putting its best foot forward was just what Hardware Mutuals, insurance company headquartered in Stevens Point, Wisc., was doing when it created this time- and money-saving display (picture 1). This 6' x 10' unit, which will be routed to the company's offices around the country, is different from most: the whole display folds up like a road map (2) until it becomes its own shipping crate (3) held together by a hasp and stake arrangement. The advantages: savings on shipping costs (no additional crate weight), reduced setting-up time (one fourth the usual, the company reports), and freedom from "what to do with the empty crate" worries while the display is in use. One additional feature is that there was a saving of \$300 on its construction, largely due to the fact that it was built by a local carpenter who was given the job after several display houses had declared the design unworkable.

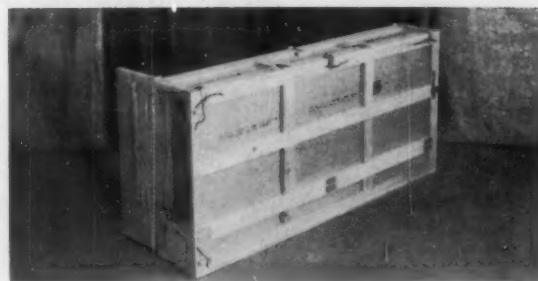
1



2



3





**"We turn out
20,000 toasters a week"**

"Before we put in automatic presses, we had some real problems with fasteners in our assembly operation. With eight different types of rivets and screws, it was a real headache. Now, with slight changes in stamping, we've standardized the job and speeded up the line 30%. Got the idea from something they're trying in making washing machines."

Because all Metalworking plants work with similar materials, employ comparable equipment and share common problems, this sort of "technique borrowing" is a commonplace matter with Metalworking production management. Although Jim Kowalski is hypothetical, he's typical of the idea-hungry production engineers and executives in Metalworking.

American Machinist is created for these men. Serving *all* Metalworking plants and *all* production operations in these plants, it gives readers a production-minded coverage of new thinking in the whole field. And it's know-how in depth; is presented in a way that helps the production man in his operations—now. That's why so many of them say...

**"I have to read American
Machinist"**

McGraw-Hill Magazine of Metalworking Production
330 West 42nd Street, New York 36, New York

WORTH WRITING FOR . . .

1959 Kalamazoo Market

Data on population (City, Metropolitan Area, Trading Zone); Metropolitan Kalamazoo retail sales, 1950-58; retail sales comparisons, Kalamazoo and State of Michigan, 1958 vs. 1957; Kalamazoo County vehicle registration; total employment Kalamazoo Metropolitan Area; retail outlets in Trading Zone (all or parts of Allegan, Barry, Cass, Kalamazoo, St. Joseph, Van Buren Counties); Effective Buying Income. Write Deen C. Malotte, Kalamazoo Gazette, Dept. SM, Kalamazoo, Mich.

Northeast Ohio

Market study covering the tri-county area of Ashtabula, Lake and Geauga Counties: population growth; Effective Buying Income (\$½ billion, 45% of which is from \$4,000 to \$6,999; average per household, \$6,326; per capita, \$1,835—well above national average); employment increase—Ohio vs. Northeast Ohio—1946-57; retail sales; rating of cities according to retail sales. Write D. C. Rowley, Publisher, Rowley Publications, Dept. SM, Ashtabula, O.

Industrial Market Analysis

Analysis of regional distribution as measured by manufacturing employment, providing valuable data to use in developing sales quotas, establishing sales territories, locating territorial and distribution headquarters, and evaluating unassigned growth areas. Write John J. Dunn, Promotion Manager, Mill & Factory, Dept. SM, 205 E. 42nd St., New York 17, N. Y.

Metropolitan San Jose

Second annual summary of taxable retail sales in San Jose's Central Business District, City Limits Area, and Metropolitan Area (entire Santa Clara County). Figures for 1958 and comparisons with 1957 are shown in five tables for 41 different groups and classifications of retail outlets. Write Louis E. Heindel, Advertising Director, Dept. SM, San Jose Mercury and San Jose News, San Jose, Cal.

Automotive Survey

Twenty-second national automobile and tire survey conducted by Alfred Politz Research, Inc., covering a variety of data on the market character-

istics of people who own, recently bought or plan to buy new cars and accessories. Write Donald Perkins, Advertising Director, Dept. SM, Look, 488 Madison Ave., New York 22, N. Y.

Sales Aids from Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

The Public School Market: Comparative report of media coverage in school districts. The American School Board Journal, Dept. SM, 400 N. Broadway, Milwaukee 1, Wis.

Negroes in Higher Paid Positions: Special previews of a new color-slide visual showing how America's 17 million Negroes with money to spend on top quality products are now an important segment of the market for any product. Ebony, Dept. SM, 1820 S. Michigan Ave., Chicago 16, Ill.

Promotion Tie-Ins: How special neckties made to your specification help to launch new products and sales themes. Scot Ties, Ltd., Dept. SM, 401 Fifth Ave., New York, N. Y.

Farmland USA, America's Biggest Class Market: Data on farm home owners who can afford the best. State and Local Farm Papers, Dept. SM, Room 1600, 28 E. Jackson Blvd., Chicago, Ill.

FOR THE EXECUTIVE CONCERNED WITH THE MOVEMENT AND RELOCATION OF PERSONNEL

Now! move with confidence

Call in your local Atlas Agent to discuss personnel movement and relocation on an individual move or long term basis . . . and you've taken a giant step forward in relieving yourself of one of your more persistent, periodic problems.

Here's why . . .

- The Atlas agent fits himself quickly into your departmental methods . . . from the beginning can relieve you of many details.
- Atlas service is economical . . . your cost of transferring families goes down.
- Atlas service is geared to increased customer satisfaction . . . your employee morale goes up during a critical period.

Look for Your Atlas Agent in the Yellow Pages of Your Phone Book . . . He is a leading Household Goods Mover in Your Community



Single-Line
and Nationwide
Local . . . Long-Distance
Moving . . . Storage

ATLAS

VAN LINES, INC.

General Offices:
6244 South Ashland, Chicago 36

THE HOUSTON POST

FIRST

**in total general
automotive and financial
daily lineage**

FIRST 6 MONTHS, 1959

January 1 through June 30, 1959*

	POST	CHRONICLE
General	1,344,946	1,387,853
Automotive	748,157	665,536
Financial	136,642	129,550
Total	2,229,745	2,182,939

*SOURCE: MEDIA RECORDS

Today, more advertisers pick The Houston Post than ever before. The Post leads in total daily general, automotive and financial advertising for the first half of 1959. In the last five years The Houston Post's total advertising lineage has increased three times faster than the Chronicle's (Post five-year gain: 16.7% vs. Chronicle's 4.38%). In Houston, the South's largest market, it pays to pick The Houston Post.

THE HOUSTON POST

W. P. Hobby, Chairman of the Board
Oveta Culp Hobby, President

Member Audit Bureau Circulation

Houston's largest daily newspaper in total circulation
Represented nationally by Moloney, Regan & Schmitt



The Case of the Cooled-Off Cow

If you think we mortals have a corner on nerves, look again! Pressures of the day apparently affect our four-legged friends, too. E.g., there are enough nervous cows and steers to make cattle tranquilizing a \$1.5 million affair for Schering Corporation alone.

By ALICE B. ECKE
Senior Associate Editor

Weight dropping off, nerves on edge . . . hoofs tapping all the time? Try "Trilafon," for that easy-going, happy go-to-market calmness—and feel good again!

Today's cattle are getting it from all sides—and by mouth.

When it started, veterinarians said, "Show us"; cattlemen laughed outright. Tranquilizers were for the nerve-frazzled human race. Whoever heard of tranquilizer shots for beef cattle?

But today, less than 24 months since Schering Corp. introduced a product called "Trilafon," thousands of veterinarians and ranchers have come to accept the idea. The reason: plain economics. Tranquilized animals eat better, stay healthier, lose far less weight in shipping, hence bring greater dollar return to their raisers.

Last year sales amounted to some \$1.5 million. "This year," Sales Man-

SALES MANAGEMENT

ager Charles W. Rahner, Jr., predicts, "sales will be \$2 million or more. There has been a steady sales increase since we entered this market, but this year will show the biggest dollarwise and percentagewise increase.

But Schering, with Trilafon, encountered all the frustrations that go with (1) the introduction of a new product; (2) the problem of winning acceptance from a group of professional men who are trained to be cautious.

Schering, long-time maker of "ethical" drugs for humans, in 1955 organized a Veterinary Department.* Trilafon is the 14th product to be introduced by this department and is by long odds the most newsworthy, the product of greatest potential.

Three years of research, laboratory and field tests preceded its introduction in July, 1957. Then the company buckled down to the broad educational job that had to be done to gain product acceptance.

There are about 30 major companies selling drugs for veterinary use in the three major market segments: "ethical," "proprietary" and "feed additive." Schering's ranking in the overall market, according to Rahner, "is seventh or eighth. In the ethical segment of the market we're probably third or fourth. Cyanamid probably ranks as No. 1 in the entire animal medicine market, basically because of its feed additive sales. It may be a tossup between Pfizer and Cyanamid. And Merck and Lilly wouldn't be far behind in the overall market. On the ethical side, we're No. 1 in steroids and we're No. 1 in tranquilizers. We don't think anyone would dispute this statement. We believe our volume in these two product groups is greater than that of all competing products together."

These are the main uses for Trilafon:

For the cattle industry, it reduces weight losses, shrinkage, dehydration and susceptibility to infection by relieving the fatigue of shipping and the stress of new surroundings and new management processes such as changes in rations, weaning, castration and vaccination. It lowers incidence of shipping fever, puts animals on full feed faster.

For veterinarians' general practice, it quiets unruly, restless, noisy, excited, apprehensive or vicious animals during examination or medication; aids in accident cases, cosmetic, minor

*Has a national sales force of 40 salesmen who sell out of four district offices to graduate veterinarians and special wholesalers who sell only veterinary medicines for veterinarians.

Schering Talks Facts to Cattlemen

The makers of Trilafon document their claims for the product with charted results of tests. Sample:

How TRILAFON reduces shrinkage in transport:

No. in Herd		Travel Time	Average Shrink (Lbs.)		Average Saving in Lbs.
Treated	Untreated		Treated	Untreated	
25	24	40 hrs.	52.6	93.5	40.9
15	15	2	16	34	18
33	30	13	44.5	69	24.5
13	13	10½	18.07	46.87	28.8
18	16	3½	11.7	30	18.3
15	15	4	9.7	25.5	15.8
54	54	96	31.1	59.3	28.2

surgical and post-operative procedures; increases anesthetic safety factor in favor of poor-risk patients.

Research and pretesting, under the direction of Dr. J. C. Siegrist, before Trilafon was put on the market, were vitally important in seeking the Government clearance, necessary for all drug products, Rahner points out.

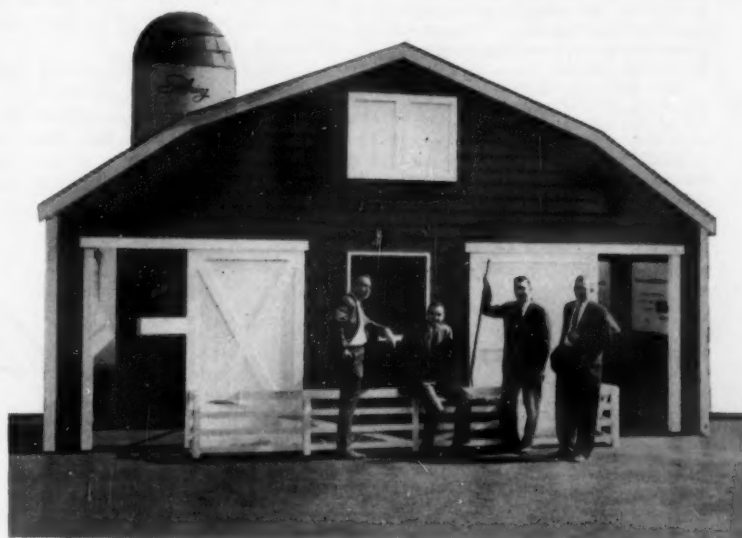
Pretesting was done in cooperation with practicing veterinarians and veterinarians in animal husbandry divisions of colleges and universities. This was done on farms and ranches em-

ploying various shipping procedures; in various feed lots such as Monfort feed lots in Greeley, Colo.; during branding, vaccination and dehorning.

In addition, Schering has invested in an experimental farm—Umbrian Farm, Sussex County, N. J.—where tests and evaluations of Trilafon are being made every day.

After conclusive evidence was obtained, Schering received clearance from the Food & Drug Administration for marketing Trilafon.

"Naturally, the market for Trilafon



PORTABLE BARN which Schering salesmen set up on exposition grounds. Guests are presented with data on the benefits of Trilafon for livestock producers.



MULTI-BILLION DOLLAR PIPE LINE INDUSTRY

The anticipated rate of growth promises near-record expenditure for the next few years. Natural gas pipe line construction will represent the largest segment of the U. S. pipe line market, with capital expenditures for lines, compressor stations, communications, corrosion protection, metering and other related equipment running well over a billion dollars. Add to this the crude oil and products lines, plus foreign construction, and there is a foreseeable total of almost \$4 billion.

Keeping in touch with all the buying influences in this scattered industry is a difficult task for personal selling alone. Only through the pages of the industry's specialized workbook publication, **PIPE LINE INDUSTRY**, can your sales message reach all the important buying and specifying titles. Maximum reader interest is demonstrated by the volume of reader inquiries, high standing on reader preference surveys, and the requests for article reprints.

PIPE LINE INDUSTRY offers you the most effective coverage possible of this specialized market—the men you sell and only the men you sell... at lowest cost. For the industry's most complete market data compilation write for **PIPE LINE INDUSTRY Fact Book**.

**Greater Petroleum Coverage
Through Market Specialization**



Schering's Leadership Is Strong

A leading manufacturer of ethical drugs, Schering's net sales for 1958 amounted to \$75,180,000.

Its chief products are cortical hormones, antihistamines, cold remedies, tranquilizers, vitamins, nutrients and hematinics, laxatives, sex hormones, and sulfonamides. The products are distributed through six marketing organizations: Schering, Schering International, White Laboratories, Pharmaco, Schering Ethical Veterinary, and American Scientific Laboratories, each serving specific needs of the professions of medicine and pharmacy.

has just barely been scratched," says Rahner. "There are two markets for tranquilizers: tablets and injections for graduate veterinarians and bulk material to be incorporated as a feed additive. Since Schering is an ethical pharmaceutical company, the graduate veterinarian market was the first one we analyzed. We estimate it to be \$60 to \$80 million annually.

"We have a unique marketing problem. Trilafon is not like our other veterinary medicines because basically it has to be administered by the rancher or livestock man (not the veterinarian). And his animals are often out on a range many miles from a veterinarian. It's the type of drug that lends itself to proprietary marketing—over the drugstore or feedstore counter. However, because of the nature of tranquilizers, the Food & Drug Administration rightfully feels they should be kept on Rx legend. That means Trilafon has to be sold to veterinarians only. Our job is to get the cattlemen to go to their veterinarians for it.

"Cattlemen in general would prefer to buy their drugs through proprietary channels. We recognized this problem but concluded that since we were on the ethical side, it was our job to develop the new market for the veterinarian.

"Some of our competitors who sell in the proprietary markets naturally figure that if they could sell tranquilizers directly to livestock producers, they could by-pass the veterinarian, which in turn would diminish our potential market. We therefore had to undertake a thorough educational job and are in the advanced stages of it."

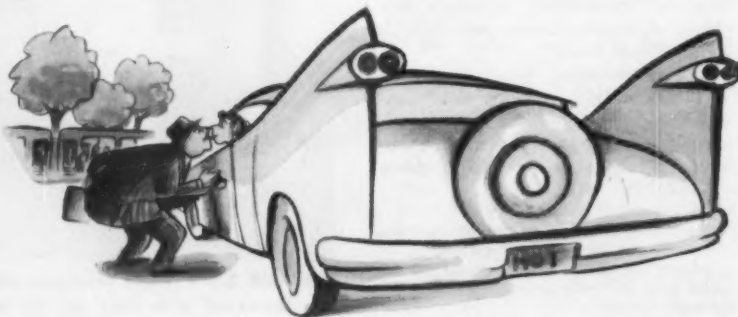
These are the phases of the Trilafon educational program:

- **Personnel:** Schering salesmen go directly to veterinarians to explain dosage, action and advantages of Trilafon. Test data and case histories are presented to them to study. They then obtain the order.

Prominent veterinarians in various sections of the country speak at the state and annual conventions of the American Veterinary Medical Association. They also speak at state colleges and universities, regional cattlemen's meetings, on farm radio and television programs, at auctioneer meetings. They work closely with the farm groups which in turn work closely with all segments of the meat industry.

Schering executives are also available to speak at such meetings.

A film, "Profits Through Trilafon," is made available to veterinarians to



SALES MANAGEMENT

show to local livestock producers, schools of veterinarian medicine, county agents, vocational agricultural teachers, farm grangers, cattlemen associations, and allied groups.

• Advertising is entirely educational. It is scheduled in approximately 20 farm publications; three national veterinarian publications; four college of veterinary medicine publications; 12 state veterinary association publications.

"When we say we are in a unique marketing position," says Rahner, "we recognize that the market we are trying to reach is a slow market to catch on to anything new. Ours is not a quick type of market, and when we say we have just barely scratched the surface, it is because we believe we are now, for the most part, in the 'interest stage,' with farmers and cattlemen who are being educated to go into the 'evaluation' stage and eventually trial and mass adoption of our principal.

"Our advertising, therefore, is more or less in question and answer form and is attempting to get farmers and cattlemen to evaluate Trilafon and think: 'How will this work out in my cattle?' It then pulls them into the 'trial stage.' A cattleman, for instance, will generally try Trilafon in limited quantities because he may not wish to take a chance with a new product on \$100,000 worth of cattle. He will try it internally on maybe 20 head of cattle, and then when the favorable results are observed, adopt it as standard practice."

Each Trilafon advertisement states in large type: "See your veterinarian. Sold only through graduate veterinarians."

In 1958 Schering spent \$114,000 advertising in farm journals. This is only one medium used in the promotion of Trilafon in the ethical field. It is the largest advertiser so far as animal drugs are concerned.

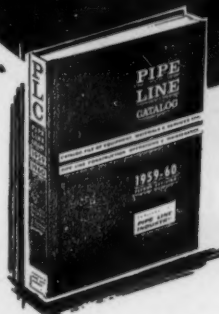
• Direct mail: Schering relies heavily on educational direct mail which is directed to veterinarians and to ranchers, stockmen, farmers, and other groups interested in livestock production. At least one piece is mailed each week to veterinarians alone. It explains—with data and case histories—all the benefits of Trilafon.

• Publicity: The United States Department of Agriculture, National Grange and American Farm Bureau Federation all provided Schering with lists of organizations and publications. These have been added to the company's mailing list. Publicity goes to farm editors and correspondents based in Washington. ♦

AUGUST 21, 1959

To Sell the Pipe Line Industry

... you must have a Catalog



Necessary Buying Aid.

The engineering-operating groups who approve purchases require information on product performance, applications, weights, dimensions and other specifications. Unless such data are available in printed form, it is difficult to do business with this scattered industry.

Unique Market Conditions. Sales calls to cover this world-wide, technical industry can be expensive and time consuming. Both time and money are saved by providing preliminary information in a catalog that can be referred to at the time a purchase is contemplated.

Many Buying Influences. All men of buying authority in a pipe line company are seldom found in a single location. Pipe line contractors, representing a sizeable segment of buying power, are constantly on the move. Having your catalog in the hands of spread superintendents, division managers and other key employees will make your sales effort more effective.

Most Comprehensive Distribution Plan. PIPE LINE CATALOG is distributed to more than 4,000 buying locations in the pipe line industry. Names are obtained directly from the pipe line companies and contractors—new operations are added as they come into being—all lists are double checked to avoid duplication.

Preferred by Purchasers. A strong 91.4% of industry men responding to catalog usage surveys indicate that they prefer to have catalog data furnished to them in the PIPE LINE CATALOG.

Make sure you're represented in the next edition. Call local Gulf office or write for complete fact book, "Effective Cataloging in the Pipe Line Market."

Greater Petroleum Coverage Through Market Specialization

PIPE LINE CATALOG

Published by PIPE LINE INDUSTRY



GULF PUBLISHING COMPANY

World's Largest Specialized Publisher to the Oil Industries

HOUSTON, NEW YORK, CHICAGO, CLEVELAND, TULSA,
DALLAS, LOS ANGELES, LONDON AND HANNOVER



Sales Management's Advertiser's Weathervane



Key to Ratings of "Advertising Pressure"

- ★ Potential inventory decrease or no change; even maintenance of advertising required.
- ★★ Normal potential inventory increase; normal advertising advance required (5% to 8%* increase in ad budget).
- ★★★ Large potential inventory increase; large advertising increase required (8%* to 14%* increase in ad budget).
- ★★★★ Extraordinary potential inventory increase; extraordinary advertising increase required (more than 14%*).

* Designates increase in Weatherlane's standard percentage requirement.

Key to Ratings of Inventory Size

- A—\$2 billion and over
- B—\$1 billion to \$2 billion
- C—\$750 million to \$1 billion
- D—\$500 million to \$750 million
- E—\$250 million to \$500 million
- F—\$100 million to \$250 million
- G—Under \$100 million

Size is by value of the industry's inventory as of the present time.

↑ Arrows indicate increased or decreased inventory potential during past 60 days.

Next 2 Mos.	Next 12 Mos.	Next 2 Mos.	Next 12 Mos.	Next 2 Mos.	Next 12 Mos.
AGRICULTURAL MACHINERY Current Inventory: F		BAKERY PRODUCTS Current Inventory: F		CLOTHING, MEN'S Current Inventory: D	
★★	↑★★★★	★★	★★	★★	★★★★
AIR CONDITIONING Current Inventory: E		BEER Current Inventory: E		CLOTHING, WOMEN'S Current Inventory: D	
★★	★★★★	★★	↑★★★★	★★	★★★
AIR TRANSPORTATION Current Inventory: A		BOATS & EQUIPMENT Current Inventory: E		COFFEE & TEA Current Inventory: F	
★★	★★★★	★★	★★★★	★★	★★★
APPLIANCES, SMALL Current Inventory: E		BUILDING MATERIALS Current Inventory: A		CONFECTIONERY Current Inventory: E	
★★	↑★★★★	★★	★★★	↑★★	↑★★★★
APPLIANCES, WHITE GOODS Current Inventory: D		CANNED FRUITS & VEGG. Current Inventory: E		COSMETICS Current Inventory: E	
★★	↑★★★★	★★	★★★	↑★★	★★★
AUTOMOBILES, NEW Current Inventory: A		CHEMICALS, HEAVY Current Inventory: B		DAIRY PRODUCTS Current Inventory: E	
★★	★★★	★★	★★★★	★★	★★★
AUTO SERVICE-PARTS Current Inventory: D		CIGARETTES Current Inventory: D		DEPARTMENT STORES Current Inventory: E	
★★	★★★	★★	★★★	★★	★★★
AUTO TIRES Current Inventory: D		CLOTHING, CHILDREN'S Current Inventory: E		DRUGS & MEDICINES Current Inventory: E	
★★	★★★	★★	★★★	↑★★	★★★

Production Up... Ad Budget Must Follow Suit

Large inventories—plus big expansion plans—point to advertising needs 10% higher than for equivalent 1958 programs.

This year's inventories rose at an annual rate of \$5 billion in the first quarter, \$8 billion in the second. In spite of the steel strike, they may run about \$3 billion up in the current quarter, and will probably return to more than a \$5 billion rise in the last quarter.

Total expected output will set new

national production records. With a probable \$500 billion in this year's total goods and services, business needs new market development programs... reinforced marketing and sales programs. Ergo the big need for advertising.

Beyond the obvious potential, inventories will be influenced by several other factors:

- Large business profits available for expansion of facilities and

production. (Corporate profits before taxes are at an all-time high yearly rate of \$50 billion; 1958 rate: \$38 billion.)

- Enlarged depreciation funds also available for expansion projects. (Estimated \$24 billion 1959 depreciation allowances are up 10% over the '58 figure; up more than 100% over 1951.)
- Fast-rising population figures with ensuing enlarged demand.

Next 2 Mos.	Next 12 Mos.	Next 2 Mos.	Next 12 Mos.	Next 2 Mos.	Next 12 Mos.
ELEC. IND. MACHINERY Current Inventory: E		MACHINE TOOLS Current Inventory: G		RAILROAD EQUIPMENT Current Inventory: E	
★★	★★★	★★	★★★★	★★	★★★★
FOOTWEAR Current Inventory: E		MACHINERY, INDUSTRIAL Current Inventory: B		SCAFS & SUPPLEMENTS Current Inventory: E	
★★	★★★	★★	★★★★	★★	★★
GASOLINE & OIL Current Inventory: B		MAY. HANDLING EQUIP. Current Inventory: F		SOFT DRINKS Current Inventory: G	
★★	★★★★	★★	★★★	★★	★★★
HARDWARE Current Inventory: E		MEAT PRODUCTS Current Inventory: B		SPORTING GOODS, TOYS Current Inventory: E	
★★	★★★	★★	★★★	★★	★★★★
HEAT., PLUMBING EQUIP. Current Inventory: D		MOTION PICTURES Current Inventory: F		TV & RADIO SETS Current Inventory: E	
★★	★★★★	★★	★★	★★	★★★★
HOUSE FURNISHINGS Current Inventory: C		OFFICE EQUIPMENT Current Inventory: E		TEXTILES Current Inventory: A	
★★	★★★★	★★	★★★★	★★	★★★
JEWELRY, SILVER, WATCHES Current Inventory: E		PAPER & RELATED PROD. Current Inventory: B		PASTE, MOUTH WASH Current Inventory: G	
★★	★★★★	★★	★★★★	★★	★★
LIQUOR Current Inventory: C		PHOTOGRAPHIC SUPPLIES Current Inventory: E		BOOKS Current Inventory: E	
★★	★★★	★★	★★★	★★	★★★

Improvement on Perforated Pages? Impossible!

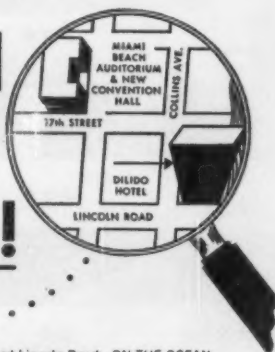
Thousands of SM subscribers would have said it was impossible to improve on the perforated pages which have been a feature of SALES MANAGEMENT since October 15, 1954.

But examine this issue—and see if you don't agree that pages are easily, cleanly detachable, and will open up flat, which is impossible with those magazines bound with wire staples, as ours was prior to this issue.

Experiment, won't you, with the firmness and flatness of the new slotted binding, with the easy detachability of any page—and then drop us a note. We very much want to know whether the extra trouble and expense is justified by reader appreciation.

Philip Salisbury
Publisher and Editor
SALES MANAGEMENT
630 Third Avenue, New York 17, N. Y.

A hotel created especially for CONVENTIONS!!



* LOCATION

Miami Beach's best convention location, Collins Avenue and Lincoln Road—ON THE OCEAN. The DILIDO Hotel offers the finest Convention and Resort Facilities available anywhere. Just one block from the New Miami Beach Auditorium and Convention Hall.

* FACILITIES A Modern Air Conditioned 350 Room Hotel

COTILLION ROOM	1200
CONTINENTAL ROOM	950
MOULIN ROUGE	400
FLORENTINE ROOM	300

OTHER ROOMS ACCOMMODATING 50 PEOPLE OR MORE

LYMAN PICKETT
SALES MANAGER



COMPLETELY
AIR CONDITIONED

NOW a Packaged CONVENTION!

Room—Meals—Sightseeing Tour—Cocktail Party
—Banquet—Poolside Barbecue and Water Shows.

. . . FROM AS
LITTLE AS

\$14⁰⁰

PER PERSON
DBL. OCC.

**3 DAYS
2 NIGHTS**

ON THE OCEAN
AT LINCOLN ROAD,
MIAMI BEACH

Wire, write or call Jefferson 8-0811 for complete detailed information.

(Figure now exceeds 177 million, a jump of 17% over the 151 million of Census year 1950.)

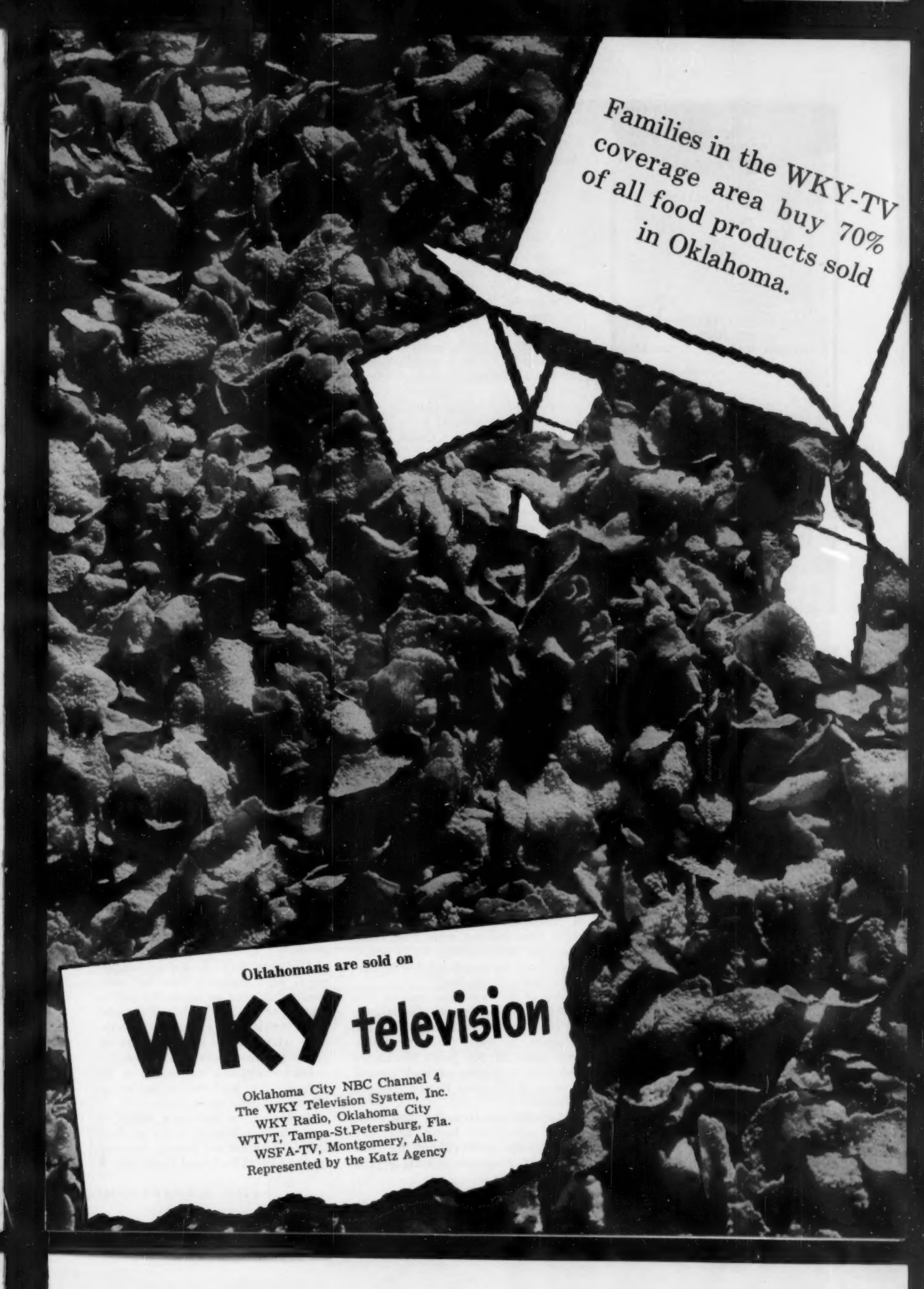
All these will add steam to the output potential—and incumbent advertising demands.

Meanwhile, foreign producers are busy too. Merchandise imports are up about 15% over 1958 totals—exports are down about 5%. And the disparity may become more marked as foreign economies grow stronger and our own costs of operations rise. This will give us even more goods to sell—and advertise.

The Advertising Weathervane has taken all the important preceding factors and numerous others into account in determining an advertising pressure rating for each of the industries tabulated. The ratings are based on the comprehensive data available to a carefully selected panel of 87 authorities. Wholly impartial, this Advertising Pressure Ratings Board includes trade analysts in the Department of Commerce, Census Bureau, Department of Labor, Federal Reserve Board and other Government agencies, as well as in universities, trade associations and magazines, and individual corporations. Ratings are developed from the consensus of these experts, who evaluate and draw conclusions from the extensive data available on current and projected inventory totals, production capacities and expansion projections, potential demand and current output, sales and new order backlogs.

► It is most important in using these ratings to understand that our analysis of future inventories does not include simply the pile of goods on hand. The marketing process we are covering is much more comprehensive than that. For example, if you maintain constant inventory-sales ratios in a period when sales are rising, you are, necessarily, increasing inventories. This increase, in turn, feeds support back to the rising trend of sales. We take such support into consideration, of course.

The ratings represent advertising pressure, as generated by the working of all factors influencing inventory potential. The pressure is for advertising budgets to move these all-inclusive "inventories" (or capacities in the case of the service industries). Our principal objective, therefore, is to analyze advertising pressures. We are concerned with the potential inventory increases and the advertising pressures they'll create. Obviously, inventories will not accumulate in a static pile, but depending on advertising and promotion, will move along at a varying pace. The charts indicate where the extra pressures are. ♦



Families in the WKY-TV
coverage area buy 70%
of all food products sold
in Oklahoma.

Oklahomans are sold on

WKY television

Oklahoma City NBC Channel 4
The WKY Television System, Inc.
WKY Radio, Oklahoma City
WTVT, Tampa-St. Petersburg, Fla.
WSFA-TV, Montgomery, Ala.
Represented by the Katz Agency

Say "Thank You" This Way

HE'LL KNOW YOU THOUGHT OF HIM
AS AN INDIVIDUAL



FOR YOURSELF, FRIENDS AND
BUSINESS ASSOCIATES.
COMPLETELY PERSONAL . . . UNUSUAL!

- Business Gifts
- Special Awards
- Prizes
- Premiums
- Service Awards
- Personal Gifts

Any business card or personal signature will be reproduced in perfect miniature on satin-silver or gold finished cuff links, tie bar, money clip or key chain. Deep, sharp engravings make this a lasting—truly, one-of-a-kind gift. Order 1 or 1,000 (each from a different card). Write for quantity prices.

SPECIAL OFFER

Send your own card now for your custom made tie bar only \$3.00 (\$4.95 value). See the fine quality CARD-O-LINK for yourself.

Card-O-Link Company
26 E. HURON STREET • CHICAGO 11, ILL.

the perfect Hinge
For Your
1959 PROMOTIONS
Hawaii ★★
OUR 50th STATE

GRAND OPENINGS
ANNIVERSARIES
ALOHA SALES
LUAU TIME
HAWAIIAN PREMIUMS
FREE ORCHIDS

ORCHIDS OF HAWAII, INC.
National Sales Office
305 - 7th AVENUE, NEW YORK 1, N. Y.
WORLD'S LARGEST SUPPLIERS OF FLOWERS AND
PLANTS FOR PROMOTIONS

Please send me prices and information on exciting new Hawaiian display material, exotic giveaways and unique premiums.

Name

Title

Company

Address

City..... Zone..... State.....

Just the Facts, Ma'am

Some one of these days an executive is going to summon his secretary. "Miss Jones," he'll say, "get me every fact you can find on redheads. That's right, redheads."

And Miss Jones is going to be in for a pack of research troubles unless she has three friends who are librarians. Or unless she's heard of a new (three months old) company in Manhattan, called Packaged Facts.

When we heard that this organization has 1,000 facts on redheads—among articles on other phenomena—we bearded John Drake, v-p and director of sales for Packaged Facts, in his den. Or perhaps it might be more correct to say, in his file room.

► Drake is a tall, calm man who used to be a free-lance writer. So was the organization's president, David Weiss. Weiss has been, as well, a public relations expert for a leading motion picture company. Packaged Facts evolved from note-comparing by the two writers. Each had done round-up articles on specific subjects. The tie-up might have gone no further if both Drake and Weiss hadn't been promotion-minded men.

The article on redheads triggered their decision to begin a firm which would sell articles—loaded with useful facts on specific subjects—to manufacturers, advertising agencies and other organizations which could utilize information of the type Packaged Facts provides.

They began to market the redhead article. And this is the way they did it: They took standard registers of all kinds and from them culled the names of companies and organizations that either have redhead in the title, make a product with redhead as its name, or even, are located in a town that has a redhead connotation.

One of the first sales was to The Heald Machine Co., which makes a machine called "Redhead." And the company, in turn, used the inside front cover of this July's Machinery magazine to run an ad built around some of Packaged Facts' redhead material.

With this success under their belts, Drake and Weiss began feverishly haunting the public library for facts that have gone into a total of 250

articles, similar to the redhead one. Now their alphabetical list of articles begins with Abbott and Costello and ends with Zanzibar.

One article is on West Point. The partners found companies with West Point as part of the corporate name, companies located in West Points in a dozen states, companies whose product (such as Cadet dog food) have a military or West Point reference.

You wouldn't think Packaged Facts would run up many sales on the redhead article, would you? But the firm sent out 27 letters to companies they felt would be interested and made five sales with two more pending!

What sorts of facts went into that article? Things like this: More redheads end up in jail than their brunette or blonde sisters. Madame de Pompadour was a redhead. So was Cleopatra.

And Packaged Facts refuses to send a form letter. It tailors its letters to the company and to the region in which the company is located. The body of the letters may be the same, but the facts from the article Packaged Facts is marketing, vary. For instance: In writing to a firm in Georgia about the West Point article, Drake mentions that the fancy, plumed hat West Point cadets sport on parades was designed by Robert E. Lee. The letter to a firm in Pennsylvania mentioned that a prominent West Point graduate, Dwight D. Eisenhower, owns a farm in Gettysburg, Pa.

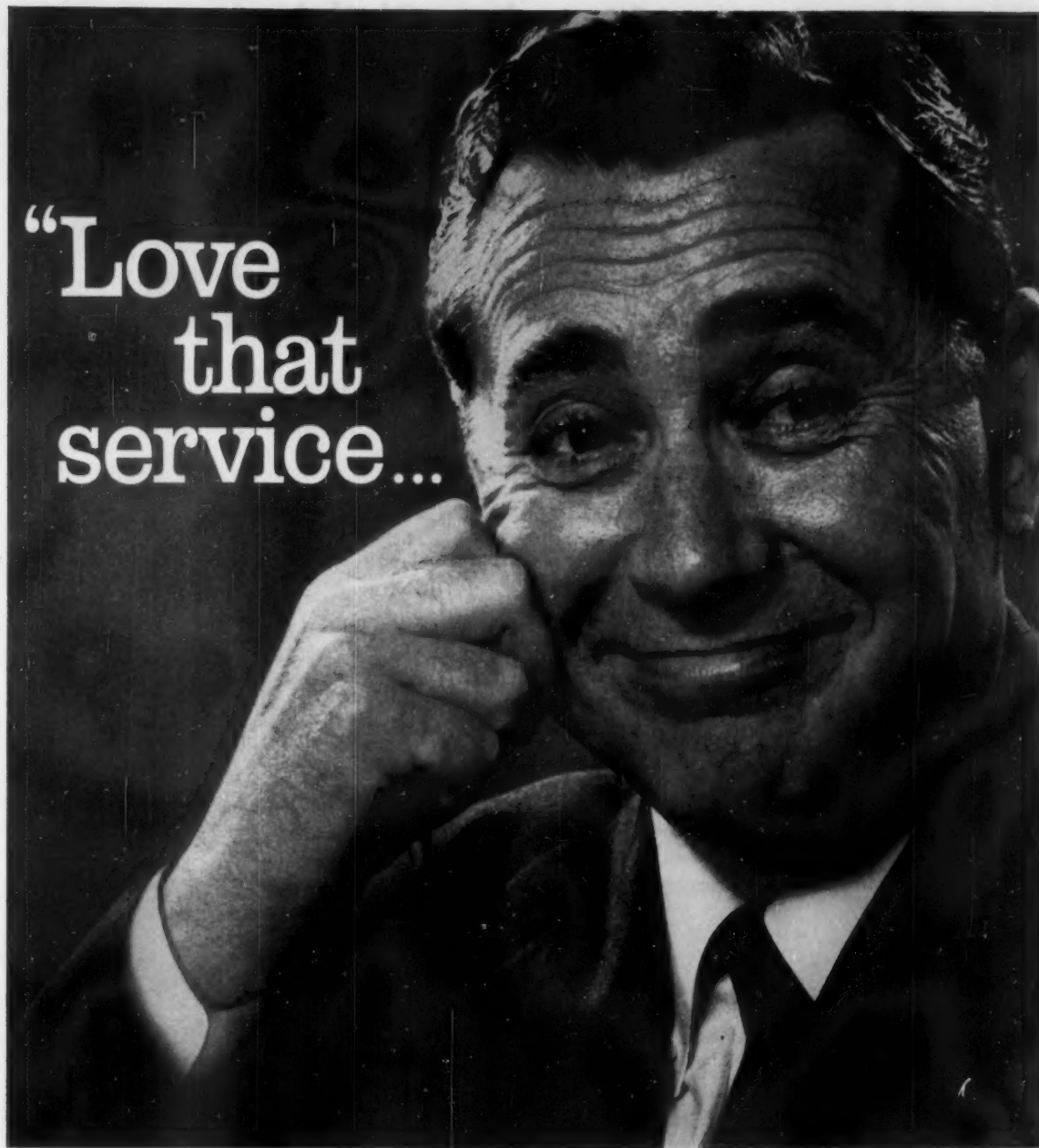
► Prices for the articles vary. One on pirates, for example, costs \$125. Purchasers have the right to use whatever material they find useful, but they don't have an exclusive on the article.

The firm will do special assignments on a cost-plus basis for companies that need an article tailored to specific needs. It also has fillers and short articles on a variety of subjects which house organ editors at the larger companies like to use.

Before releasing any article in its files, the firm back-researches, bringing the material up to date.

And many a free-lance writer is going to kick himself as far as Publishers' Row for not having dreamed up the idea of Packaged Facts first. ♦

"Love
that
service..."



"Western Union **Telegram-Plus Service** opened everyone's eyes to my sample and my selling message."

Promote your promotion to the fullest! Western Union Telegram-Plus Service will deliver an attention-getting telegram together with your product sample, booklet, printed material, anything... to everyone on your list. A two-pronged attack! Simply supply the message, list, and material... Western Union will do the rest.

WIRE US COLLECT for complete details. Address: Western Union, Special Services Division, Dept. S-4, New York, N. Y.

Packaging's Wonder Child: Aerosol

Production of aerosol units this year will probably pass 500 million. Yet the industry hasn't scratched the surface of its promotion opportunities. When Du Pont releases Freon C318, look for a new wave of aerosol-packed food products in the market.

It can't keep up that amazing growth pattern (20-25% increase each year), say sceptics about aerosol . . .

It's barely scratched the surface of its potential, say others, about this phenomenon of our push-button era.

Meanwhile aerosol statistics border on the fantastic. From a modest beginning 12 years ago with the marketing of a "bug bomb," the industry attained production of 470 million units in 1958, retail-valued at about \$470 million. Production for 1959 is estimated at 500 to 520 million units. More than 100 different types of products are now available in push-button containers, both household (cosmetics, pharmaceuticals, insecticides) and commercial-industrial, ranging from air filter oil to yarn dressing for textiles.

Countering the "this-can't-go-on" theory is the anticipated introduction of "Freon C318," Du Pont's food propellant, now awaiting clearance (hoped for in 1959) by the Food and Drug Administration. So far, relatively few aerosol foods have been marketed because the liquid gases used in non-food products have not been acceptable as food propellants.

However, compressed gases—nitrous oxide and carbon dioxide—have been used to some extent as propellants for whipped cream and other viscous and liquid foods. They have the drawback of a tendency to lose pressure before the containers are empty, resulting in some consumer dissatisfaction.

That the public wants push-button whipped cream is evident from current sales—about 100 million packages

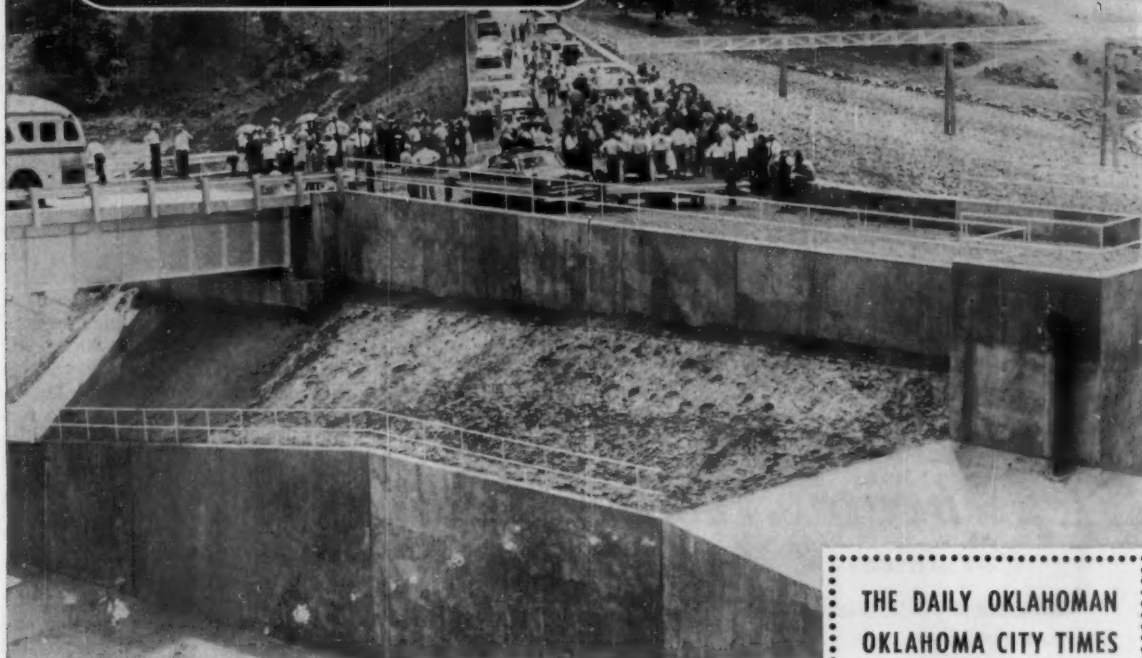
per year, generally with a propellant consisting of about 85% nitrogen and 15% carbon dioxide. It's reasonable to expect vastly augmented whipped cream sales—not to mention other types of food products—with the introduction of a more satisfactory propellant.

Freon C318 is more expensive than compressed gases—\$20 vs. 30 cents per lb. for a compressed gas such as nitrous oxide. Du Pont hopes to decrease the differential, perhaps eventually bringing the price of its liquid gas down to \$2 per lb. There has also been talk of mixing the two types of propellants, with consequent savings. Du Pont believes the premium price may be more readily accepted for food products of foam nature; that for liquids (such as salad oil, cat-



FOR BUGS, BEARDS AND BARBECUES, and more than 100 other types of products—comes the Aerosol push-button invasion.

grow with OKLAHOMA!



\$100,000,000 for water to grow with Oklahoma

A water development program to cost more than \$100,000,000 was launched by Oklahoma City less than four years ago. The picture above shows the completion of the first step, dedication in mid-1959 of the Atoka dam to provide a reservoir of 125,000 acre feet.

Looking 100 miles to the Kiamichi mountain area in southeastern Oklahoma, Oklahoma City passed a bond issue in 1955 to buy damsites, pipeline right of way, build the Atoka dam and enlarge Oklahoma City's main distribution system to meet the new demands of the growing city.

Three more lakes in southeastern Oklahoma are planned in the overall program, their sites already authorized for purchase by the original bond issue.

This ambitious water development program is made necessary by the rapid growth of Oklahoma City—growth that has earned it a reputation as one of the five fastest growing cities in the nation.

Are your sales sharing in this growth? Plan for solid sales growth in Oklahoma with a strong advertising schedule in this market's "total selling" media — The Daily Oklahoman and Oklahoma City Times newspapers.

THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

give you daily
combined circulation
equivalent to **65.8%**

and Sunday circulation
equivalent to **54.0%**

of the families
where **51.6%**

of the state's retail sales
are made . . . a 26-county
area including the Okla-
homa City Metropolitan
Area and the ABC Retail
Trading Zone.

Source: circulation—ABC Audit,
Par. 13; 9/30/58

market data—SRDS Consumer
Market Data 1/1/59

Circulation Growing, Too!

March 31, 1959 Publishers Statement shows

total daily
combined circulation **270,063** Up **12,660**

Total Sunday
circulation **242,783** Up **5,572**

compared with ABC Audit, 9/30/58

THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

Published by The Oklahoma Publishing Company

Represented by The Katz Agency



Moving to any point in the U. S. A. at any time is a privilege sometimes overlooked. Wheaton specializes in safe moves for you or for your personnel. Particular care is given office equipment, displays and exhibits . . . crated or uncrated. Next time call a Wheaton Agent.



COAST TO COAST LONG DISTANCE MOVING

In the West, call



General Offices: Indianapolis, Indiana

OVER 525
AGENTS IN ALL
PRINCIPAL CITIES

The man from Cunningham & Walsh



Retail-minded sales expert. This is Joe Nelson, our Director of Account Management. He goes out and sells at retail too—like all our account, creative and television people. This adds up to thousands of man-hours a year behind the retail counters and our advertising works harder because of it. Cunningham & Walsh Inc. New York • Chicago • Detroit • Los Angeles • San Francisco.

sup, or barbecue sauce) compressed gases may continue to be the logical choice, "provided enough compressed gas can be included in the container (within safety regulations) to expel what the consumer will accept as a reasonably economical amount of product."

But in addition to the expected boom arising from wider sales of aerosol foods, there's another reason for believing the industry is far short of its potentials. Its growth to date, amazing as it is, has come about with relatively little promotion, either from the industry as a whole or from many of those with a stake in it. This has been uncovered by a series of studies by Du Pont.

"Evidence of the lack of consumer promotion (of drug and pharmaceutical products in aerosol containers) was startling," reported Du Pont in 1957. Less than 5% of housewives interviewed during the company's survey had ever heard of burn remedies in aerosol packages, though they had been on the market three years. Only 3% had heard of spray bandages and antiseptics—and only one in a thousand had used them.

"An aggressive program of promotion and education could easily result in a \$20-million market for drug and pharmaceutical products (in aerosol packages) by 1960," Du Pont estimates. According to a survey made by the Chemical Specialties Mfrs. Assn., the number of units produced for medicinals and pharmaceuticals in 1958 was 7,129,608, more than three times the figure for 1956.

► In another 1957 study, Du Pont learned that only 36% of consumers had ever heard of paints, enamels, or lacquers in pressurized spray cans, although such products had been on the market about eight years. Pressurized spray paint may take over a much larger share of the small-package consumer paint market, predicted the company, with annual sales of 75 to 100 million units probable in 1967. But in order to reach this goal, considerably more promotion and education at the consumer level are needed. (According to the CSMA surveys, production of aerosol containers for pigmented and metallic paints for the last three years has been: 1956, 19½ million; 1957, 30½ million; 1958, 27-1/5 million.)

Considering the newness of the aerosol industry, it does a fair job of promotion, chiefly through the Aerosol Division of the Chemical Specialties Mfrs. Assn., which celebrated its tenth anniversary in 1958. Rapid progress in the field makes it the target of respectful attention. Chief

source of information is the annual CSMA survey, compiled from answers to questionnaires sent to the makers of products dispensed from aerosol containers, and, by way of checking, questionnaires sent to container and valve manufacturers.

CSMA also sends out mats and releases and conducts an annual packaging competition. Last December the Aerosol Division staged a super market exhibit at the Commodore Hotel in New York, at which 10,000 units of aerosol products were arranged on typical super market shelves and racks. The "shoppers"—members of the consumer and trade press—were furnished with wire pushcarts and invited to help themselves from the "stock," and to file through check-out stations at which their pickings were "10th Anniversary Gift Wrapped."

While the amount of industry-wide aerosol promotion has been limited, there have been many instances, especially recently, of vigorous promotion by individual marketers of products in push-button containers. In the course of a single evening's television programs a viewer is likely to see demonstrations of a variety of cosmetics, home remedies, insecticides, cleaners, foods and other household products, all dispensed by push button. In magazine and newspaper advertisements this feature is mentioned, illustrated, and at times used as the major sales theme. Recent examples: Simoniz car polish, Tasti-Cup instant coffee, Lady Esquire spray cleaners, Gold Seal's "Siz," foam charcoal lighter, Max Factor's "Busy Man's Bar" (after-shave lotion, cream hair dressing, cologne).

► Though ease of application is the most commonly featured advantage of aerosol items, there are others which have competitive merit and as the industry expands, there should be increasing use of such features as promotion themes.

Since the container's closure prevents evaporation, and consequently waste, economy is a sales point. Some aerosol units are designed to "meter" quantities dispensed, thus assuring dosage accuracy—which is an asset to certain medicinal products.

A push-button starch manufactured by General Aerosols, Inc., now being test-marketed, though considerably more expensive than the dip-in variety, will be welcomed by men who like only the collar, cuffs and a bit of the front of their shirts starched. This is a promotable feature.

Hit-the-target pinpoint dispensing is the outstanding advantage of a portable chiller for electronic testing, the "Jiffy Zero" spray made by Arco

bags by natco, either from our standard line or custom manufactured, offer thousands of smart sales promotion slants for marketers anxious to sharpen their competitive edge. (as product-packages, premiums, special offers, displays or sales kits.) why not let us match our ideas with yours? direct factory prices justify your inquiry! write, wire or phone today.

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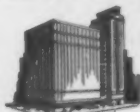
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ATLANTA, GA.
Meetings • 25 to 2000
Banquets • to 1500
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Meetings • 25 to 1800
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MONTGOMERY, ALA.
Meetings • 15 to 350
Banquets • to 1300
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Meetings • 40 to 400
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ST. CHARLES
NEW ORLEANS, LA.
Meetings • 12 to 900
Banquets • to 700
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WRITE SALES MANAGER
AT THE HOTEL OF YOUR CHOICE
FOR COMPLETE CONVENTION BROCHURE.

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Electronics, Inc. It is used to locate capacitors, resistors and transistors which work well when cool, but fail temporarily when overheated. The user sprays the suspected components, one at a time, until frost forms. If the circuit then begins to operate satisfactorily and continues to do so only until the frost melts, the sprayed area is most likely the source of the trouble.

The industry does not claim that it develops new products, but merely that it sharply expands the market for certain types of products because it provides a better method of application. Take hair lacquer, for instance. You could spray it on, by atomizer, before 1950, when G. Barr & Co. introduced "Liquinet," the first aerosol spray. By 1953 the industry's sales had reached 15 million units. This year, for the third time, hair sprays have been the top aerosol seller. Manufacturers reported to CSMA sales of 92½ million units, which does not take into account production of firms well established in the field but not responding to questionnaires. CSMA estimates sales of this segment of the industry as exceeding 100 million units.

► A new product for which a rosy future is predicted is "Pam Dry Fry," an aerosol spray recommended to replace cooking fats. It's advertising says it will prevent foods from sticking fast to cooking surfaces; and will not add calories to food. The price, \$1.39 in chain stores for a 9-oz. can, seems high, but the manufacturer claims that since only minute quantities are needed to form a film on a pot or pan, a can should last one to

two months, depending on size of family and frequency of usage.

Those with the greatest stake in the industry are the producers of liquified gases commonly used as propellants for non-food items. At the top of the list is Du Pont, with its Freon (same as that used in household refrigerators), followed by General Chemical Division of Allied Chemical Corp., with "Genetron," and Pennsalt Chemicals Corp., with "Isotron." Late in 1958 Union Carbide Corp. began manufacture of the same type of chemical under the trademark "Ucon." With the adoption of Freon C318 for aerosol foods, Du Pont will have a still larger stake in the industry — though this does not mean that producers of carbon dioxide and nitrous oxide will disappear from the food field. Actually, since nitrous oxide will be used in combination with Freon C318, its volume could be greatly augmented.

According to Du Pont, there are an estimated 500 to 1,000 U.S. and Canadian manufacturers and/or marketers of aerosol products. In the beginning most of them depended upon contract loaders for filling their packages. Though some mass-volume producers (shave cream manufacturers, for example) have tended to take over their own loading operations, the contract-loading field continues its significant expansion. Some loader firms are much larger (in investment and expansion) than some of the product manufacturers. And, according to Du Pont, they have launched research, formulation, and marketing assistance programs that guarantee them continuing growth and "an important



In the New York market appliance independents still lead in sales

In the sale of eleven major appliances, neighborhood dealers are ahead of all other outlets by wide margins.

Source: Profile of the Millions—2nd Edition, a massive study of the New York City and suburban markets. Ownership, place and time of purchase of eleven appliances and automatic home heating are reported. Call any News office for a presentation.

The independent appliance dealer is still the fair haired boy in the New York market. His accessibility, responsibility, convenient service and credit make him the major merchandiser for the area.

However, discount houses, department stores, appliance chains, and house-to-house salesmen also account for a sizeable volume of appliance sales.

With so many, and such diverse outlets, The News is the indispensable medium in New York. No other is big enough, strong enough, to get brand recognition at the local dealer's, to lure tens of thousands of women to midtown stores or outlying shopping centers, or to get enough reception for your salesmen.

The News has not only quantity but quality—more high incomes, families with children, home owners, suburbanites, can offer so many quality prospects. And because The News is read every day, it affords you the greatest assurance that your advertising will be seen, read, and given the opportunity to sell.

Any News office can give you the whole story.



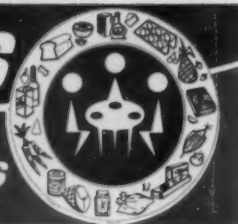
THE NEWS, *New York's Picture Newspaper*

More than twice the circulation, daily and Sunday, of any other newspaper in America.

News Building, 220 East 42nd St., New York 17—Tribune Tower, Tribune Square, Chicago 11—155 Montgomery St., San Francisco 4
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BETTER MEALS

Build Better Families



... and trigger BIGGER SALES in the GIANT ST. PAUL MARKET of 529,600 HEARTY EATERS!

"Better Meals Build Better Families" . . . the all-out, all-newspaper promotion that's building up a head of steam from coast to coast . . . is really rolling in the big St. Paul Market!

From the corner grocer to the super-est super market, St. Paul's food retailers are laying their mid-September plans to combine the business-boosting power of newspaper advertising with the impact of point-of-sale material to focus the housewives' attention on the need for healthy back-to-school menus, and upon the very important part better meals can play in building a sound family structure.

And the St. Paul Dispatch-Pioneer Press is pulling all the stops . . . with full-color photos, staunch editorial support and imaginative promotional advertising to whet appetites by the thousands in this 157 MILLION DOLLAR FOOD MARKET.

If you want YOUR labels on the tables of the 529,600 hearty eaters in the St. Paul Market, get 'em hankering via the pages of the one and only newspaper that can do the job. Virtually untouched by any outside newspaper, the St. Paul Market is saturated by the St. Paul Dispatch-Pioneer Press.

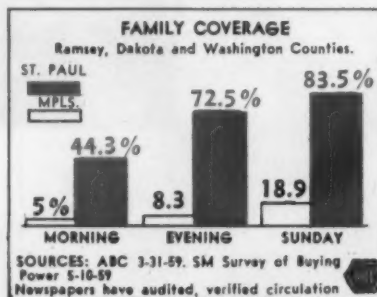


ST. PAUL
DISPATCH
A Bigger Newspaper
PIONEER PRESS

Representatives RIDDER-JOHNS, INC.

New York - Chicago - Detroit - Los Angeles - San Francisco - St. Paul - Minneapolis

Whether you rely on the power of black-and-white or the impact of blazing color . . . St. Paul belongs on your "A" schedule!



niche in the future aerosol structure."

One major contribution of the contract-loader firms is the opportunity they give to marketers to enter this field in the product development stage before sales volume (of aerosol products) is large enough to justify purchase of filling equipment. Last September, in a large "Salute to the Industry" advertisement in The New York Times, Du Pont paid tribute to "the alert men creating a better push-button world," and listed 100 loader firms with their addresses.

Others with a stake in the industry's growth are the manufacturers of containers—of metal, including aluminum, and of glass and plastic; and valve manufacturers.

Among container manufacturers are American Can Co., Crown Cork & Seal Co., Continental Can Co., Imco Container Corp., Peerless Tube Co., and Sun Tube Corp. They reported selling almost 5 million aerosol cans in 1958.

► Among the valve manufacturers are: Aerosol Research Co., Clayton Corp., Dill Mfg. Co., Newman-Green, Inc., Oil Equipment Laboratories, Precision Valve Corp., Risdon Mfg. Co., Seaquist Mfg. Corp., Sun Tube Corp., Valve Corp. of America. (Total 1958 sales of these ten: 547 million units.)

Among the 95 manufacturers of products marketed in aerosol containers, who participated in the CSMA survey are: Barbasol, Burma-Vita, Carter Products, Colgate-Palmolive, Daggett & Ramsdell, Dana Mfg. Co., Gabriel Mfg. Co., Gillette, Houbigant, Jewel Tea Co., Mohawk Brush Co., Nestle-LeMur, Red Devil Chemical Co., Revlon, Rexall, Simoniz, Stanley Home Products, Walgreen Co., Yardley of London.

Though versions of the aerosol concept had been tried decades earlier, the practical system in use today is the fairly recent invention of Dr. Lyle Goodhue, whose experiments began in 1935. In 1941, while with the Dept. of Agriculture's Dept. of Entomology, he rigged up a 5-lb. can cylinder with valve and nozzle, filled it with pyrethrum, sesame oil and "Freon" propellant — and this became the famous C.I. bug bomb, forerunner of the industry. A co-worker in the experiments was William N. Sullivan, Jr., also associated with the U. S. Dept. of Agriculture. Neither benefited financially from this work. Dr. Goodhue, now a research chemist for Phillips Petroleum Co., is still enthusiastic about the future of push-button products and believes life in the future will find the aerosol container "as commonplace as can-openers are today." ♦

SALES MANAGEMENT



**The boys on First Street in Los Angeles already know
who'll win the annual Rams-Redskins classic**

Every Los Angeles boy knows that *everybody* wins when the city turns out for this Times-sponsored game every August — because every dollar of profit goes to help youngsters of the community, through Los Angeles Times Charities.

Other important sports events, too — including the famous National Sports Awards Dinner — channel their profits into Los Angeles Times Charities, which has put well over a million and a half dollars to work

in behalf of youth. For years, these popular events have financed the operation and maintenance of the Los Angeles Times and Southern Area boys' clubs, and the construction and equipping of camps, swimming pools and many other recreation facilities.

Boys in Los Angeles learn early that a newspaper's role in the community goes far beyond publishing news and advertising. They'll tell you that First Street ... home of The Times ... is not a one way street.

First in the nation's No. 2 market

Los Angeles Times

Represented by Cresmer & Woodward, New York,
Chicago, Atlanta, San Francisco, Detroit



When the Prospect Says:

"They're All the Same to Me"

"Steel is steel! So you make yours differently—it's all the same to me!"

In selling an intangible—such as an improved manufacturing process—you can easily run up against this type of argument. This is particularly true for industrial products often bought in large quantities at the lowest price.

The Carpenter Steel Co. found a way to solve this problem. The Reading, Pa., firm's sales development manager, John W. Thompson, convinced his steel users, the metal-working industry, that improved steel-making can make a big difference in the end product. He credits "an imaginative selling approach" for the success.

"One of the hardest things to do in the metal-working industry," Thompson explains, "is convince people that steel is not just steel. To many users, it is simply a basic commodity they can get from any reliable producer."

Carpenter Steel ran up against this problem about a year ago after developing a new system of quality control in making specialty steels. The system, called Mel-Trol, results in a better product, but Thompson had to

show steel users what was in it for them. (The Mel-Trol process combines a patented ingot mold with integrated metallurgical controls.)

To sell this story of quality, Thompson planned his attack—first educate them, then sell them.

To educate the users, he developed a continuous series of road shows. Carpenter field men contact target metal-working plants with potential for Mel-Trol steels and schedule a road show presentation. Anyone likely to be interested, from 5 to 100 persons, is invited.

Many hidden buying influences, who never would be discovered otherwise, turn up at these meetings—production, maintenance, purchasing, engineering, administration, design, supervisory and other functions. All are told simultaneously how the program can help them do a better, more profitable job.

The Carpenter "educational team" usually consists of the field rep and a sales executive and a metallurgist from the home office. The program, billed solely as an educational conference, is built around a slide presentation showing how steels made by

the new process improve forgeability and uniformity of product.

Every slide is duplicated in an exhibit set up to give the story double exposure. Sample parts and stock are also displayed for evidence of results. The slide presentation takes about 45 minutes, followed by a period for questions and examination of samples.

"No high-pressure sell, no order book," Thompson insists. "By the end of the presentation, however, it's clear to the group that they may be losing money if they don't look into this new development." The field salesman follows up interest later.

Every Carpenter sales territory has used the package program for personal plant-by-plant presentation. Thompson feels that its continued success "seems to indicate that users generally make the buying decision on the basis of scientific evaluation above all other influences."

The pay-off has been increased volume of Mel-Trol steels across the country in many types of metal-working shops. Besides increasing sales for known applications, the program has developed a healthy share of new business. ♦

Here's how *FACTORY* can help you tap the

\$35 BILLION

MODERNIZATION MARKET

Just to replace obsolete equipment and facilities, America's manufacturing plants are going to have to spend \$35 billion.* This is no longer news. We told this story about a year ago. But what is news is that between now and 1962, these plants will have this amount to spend through depreciation deductions.** So it's not a money problem. Money they've got. It's purely and simply a spending problem. A whopping spending problem!

This is where you come in — the money's there if you go after it.

And that's where *FACTORY* comes in — with a spectacular sales tool to help you go after this market. With what? *FACTORY's* November Modernization Case Book Issue will culminate a full year's editorial activity — issue by issue — developing a modernization climate in which the advertiser can sell the modernization values of his products. It started last November when we handed plant management men a "Guide to Managed Modernization." Then we followed it up month after month with a steady diet of "Managed Modernization at Work" features. Now in November, as *planning* turns into *buying*, we move in with a Modernization Case Book issue.

Here in this one issue, 68,000 *FACTORY* subscribers — the men who run America's plants — will get their hands on over 500 Plant Tested Modernization Ideas, bonafide success stories, wrapped up in more than 100 editorial pages. And don't forget — it's the *plant operating management men* who must plan and schedule modernization projects.

We are organizing the presentation in such a way that related modernization ideas will be brought together

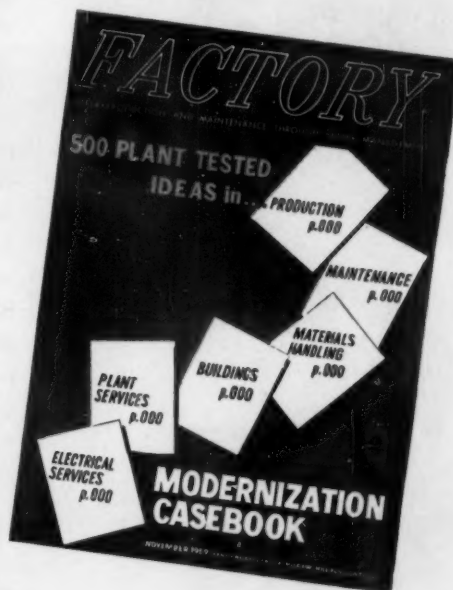
in sectional form for each of the six basic fields of greatest importance:

- | | |
|----------------------|------------------------|
| 1. Production | 4. Buildings |
| 2. Maintenance | 5. Plant Services |
| 3. Material Handling | 6. Electrical Services |

The sales opportunity is already established by facts. *FACTORY's* November Modernization Case Book issue is a potent and timely tool to help you cash in on the opportunity. Your advertising, in appropriate section or sections, is going to get the heavy traffic of the center aisle at a tremendous modernization show.

*McGraw-Hill Survey of Modernization Needs (August 1958). McGraw-Hill Department of Economics.

**12th Annual Survey of Business Plans for New Plants and Equipment (1959). McGraw-Hill Department of Economics.



FACTORY (ABC-ABP) A McGraw-Hill Publication, 330 West 42d St., New York 36, N. Y.

Meet Mr. Gains...

There's no such thing, really, as a "typical" sales executive. If there were, Hugh G. Gains most certainly would be he. Mr. Gains thinks of himself as a self-made man. (He got his B.S. in Bus. Adm. in just three years.) It was while he was in college that his enterprising nature was given direction. A crib-note sales operation netted him enough to buy his first car, a La Salle convertible.

Two weeks after he was handed a degree, he became a sales trainee with a company marketing nationally. (Company name shrouded, so as not to step on toes.—Ed.) His rise in sales was meteoric, as he climbed the ladder of success ("wrong by wrong," he chuckles). Within four years he was midwest regional sales manager; the company brought him into its home office three years later as general sales manager. (Around this time he grew a brush-like garnishment on his upper lip in an effort to appear more mature, since he was almost as youthful as his youngest salesman.) It was about then, too, that he learned to play a customer's game of golf. Now he can shoot in the 80's on windless days.

Five years ago he became v-p in charge of sales and now he sits on the Board as well. (Sits? **Stands**, when he wants to drive home larger appropriations for manpower, merchandising, advertising.)

He and his wife live in a center-hall, Tudor-type house, within 48 train-minutes from the office. House has a two-car garage attached, in which reside a stately, high-tailed, 5,000 lb. auto recently manufactured by a Detroit firm. Next to it, the old La Salle, up on blocks, polished to a fault with sentimentality. Wife is his literary critic, helps humanize his speeches, tolerates his travel schedules, cannot possibly make a satisfactory martini for him, shuttles him to the 8:14, is positive he's overworked (train time is memo-reading time), knows he's 22 pounds overweight, is allowed to telephone only in cases of dire emergency.

His business philosophy, sometimes overwhelmingly direct, always laced with invigorating vocabulary, will be called to your attention from time to time, per the medium exhibited on the facing page. We trust that Sales Management subscribers will discover something in common with Mr. Gains . . .





Picture the Product

... and cut the inventory

In a radical break with furniture industry traditions, the Dearborn Co. is encouraging its dealers to sell by brochure, rather than from stock. Plan is paying off for all concerned.

By ROBERT A. KELLY
Midwest Editor

When it comes to vacations, peaks and valleys are fine. When they tell the story of a sales effort, the victim is usually the production schedule, as well as the company's retail dealers.

Marketing early American furniture neatly fits the pattern.

Among manufacturers exclusively producing this line, the Dearborn Co. is first (1959 sales volume pegged at \$4 million). Located in Oshkosh, Wis., with a second plant in Marquette, Mich., the 45-year-old company currently sells through 3,000 dealers, 75% of whom use it as their only source of supply.

But, Dearborn had peaks and valleys in a big way. Large seasonal purchases by dealers, at furniture markets, for example, were largely at fault. Production would soar, then die away.

Then, in a startling break with industry tradition, A. L. Margolis, ex-

ecutive vice president, and E. R. Corley, sales manager, introduced an unusual marketing program and boosted dealers' sales without requiring them to maintain large and expensive inventories.

From that moment on, Dearborn dealers sold directly-by-brochure in their own showroom.

On the basis of current national sales and inherent seasonal furniture-buying habits, Dearborn manufactures its Provincetown line and warehouses it in two warehouses ready for shipment on receipt of dealer's order. Merchandise is moving—there are few cases of stock languishing in stock.

What are the results of this "selling-on-customer-order" program?

For the Dearborn Company:

1. With a keen eye on customer, rather than dealer, purchases, the company has been able to maintain a

steady production schedule year-round, instead of being subject to the fluctuations of furniture markets and other industry factors.

2. With the direct-shipment plan, the company has been able to produce in large quantities. The added efficiency, plus the increased volume, has enabled Dearborn to keep its selling price firm despite its large warehousing program. One warehouse is located in Oshkosh and the other on the West Coast.

3. Shipping time, notoriously bad in the furniture business, has been cut to 15 to 30 days. This helps everyone's selling efforts.

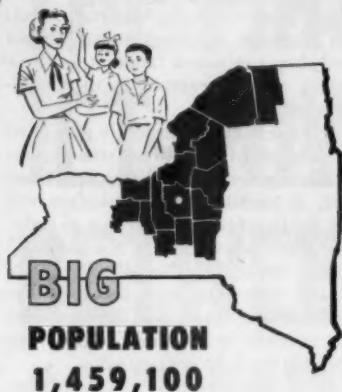
4. The company does not have to maintain a huge supply of raw materials. Formerly, when production spurted in post-market periods, Dearborn had to get into the materials



NO DETAIL OVERLOOKED in charts which picture Dearborn's entire Provincetown Maple line. Another selling point: customer can now get much faster delivery.

**WHEN YOU THINK OF THE SYRACUSE MARKET
--THINK OF ALL OF IT!--IT'S**

BIG



**15 Counties -
BIG In Wife-Power**

‡ **423,900 Households**

BIG In Spending-Power

‡ **\$2,584,890,000**
Total Buying Income



BIG In Buying-Power

‡ Retail Sales	\$1,715,762,000
‡ Food Sales	\$ 421,980,000
‡ Clothes	\$ 103,830,000
‡ Automotive (and allied products)	\$ 418,268,000
‡ Drug Stores	\$ 46,514,000
‡ Restaurant and Tavern	\$ 131,333,000

Results of
Selling
Research,
Inc.
latest Test
Market Survey



When you think of the Syracuse Market - think of ALL of it!

... and there's one efficient way to sell ALL this BIG market. The SYRACUSE NEWSPAPERS deliver 100% saturation coverage of metropolitan Syracuse plus effective coverage—up to 76%—in the 14 surrounding counties. No other combination of media will do a comparable job at a comparable cost.



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SYRACUSE NEWSPAPERS

HERALD-JOURNAL & HERALD-AMERICAN
Evening Sunday

THE POST-STANDARD
Morning & Sunday



CIRCULATION: Combined Daily 229,181

Sunday Herald-American 202,737

Sunday Post-Standard 103,496

market in a big way. Now, the company has better control of its capital.

► Throughout the 1958 recession, the company was able to hold to a steady production schedule because of the new system. Volume reflected retail sales rather than wholesale orders, which dropped during 1958 in anticipation of reduced selling. Naturally, with production based on actual retail sales orders written by 2,200 dealers, Dearborn hardly felt the pinch causing slashed inventories among other furniture makers when wholesale buyers started cutting their orders.

How does the dealer benefit?

1. The new system eliminates the most expensive part of a retail furniture operation—warehousing and handling of merchandise. A merchant can make more money with \$1,000 in accounts receivable than he can with the same \$1,000 tied up in inventory.

2. Since the dealer sells his furniture before he buys it, he has no markdowns to cut his profits. The manufacturer assumes all risks since the dealer is not required to invest heavily before his orders begin coming in.

3. With a minimum of inventory, a merchant can get 12 to 15 times turnover on his floor samples.

4. Margolis cites the delivery-on-customer-order plan as providing dealers with an additional 25% in retail profit.

Says E. R. Corley, "The brochure chart, from which the customer selects his furniture, is leased to our dealers and they can use it indefinitely. New sheets can be inserted as new numbers are added.

"The chart is purposely designed in a large 24 by 30 in. size so that customers will immediately notice it and, in addition, so that dealers will not be tempted to put it out of sight. The chief advantage of the display," Corley adds, "is that the customer cannot take the chart home to her husband and forestall a decision. She has to make up her mind in the store and this tends to firm up sales."

Now used alone, or in conjunction with floor samples and fabric swatches, the chart has been expanded to feature four-color illustrations aimed at conveying lifelike impressions of each unit.

Corley reports that more than 85% of Dearborn's customers' shipments are trucked direct from the warehouse. The number of holdouts still maintaining a large stock has been reduced to the remaining 15%. Direct shipment from the factory is particularly employed by dealers in areas where competition with the mail order giants is unusually keen.

How does the customer come out ahead?

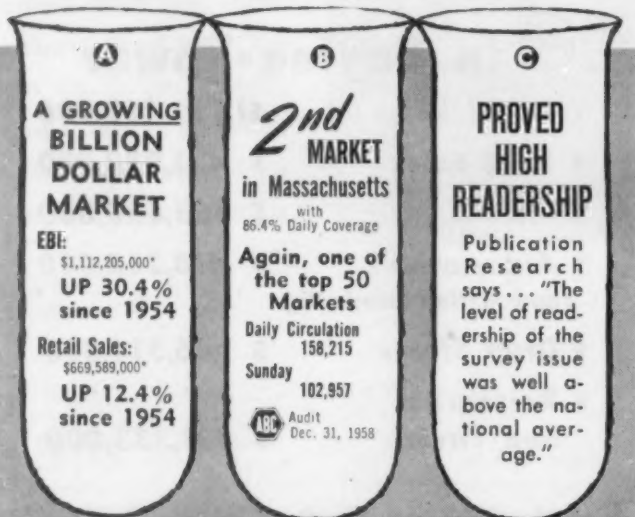
1. She has to wait an unusually short time for delivery (this is often a sales factor in itself).

2. Instead of choosing from a limited number of floor samples, the customer has the full Provincetown line from which to select her furniture. She merely leafs through a large easel display at the store.

3. The customer receives really fresh stock. In most cases, where dealers stock in depth, a piece of furniture may stand for a long time before that particular, single sale moves it out.

Dearborn has implemented a new idea for performing a vital function—helping the dealer to increase his profits and volume. In this case, there was another benefit to the company in addition to dealer assistance: Production's peaks and valleys have disappeared. ♦

The Worcester Telegram-Gazette has the PERFECT SELLING FORMULA **A+B+C=SALES** IN THE WORCESTER MARKET



* Source: Sales Management
Survey of Buying Power, May 1959
† Source: Publication Research Service Study,
Sept. 28, 1958 Sunday Telegram

NOW! ALL EDITIONS —
7 DAYS A WEEK
FULL COLOR ACCEPTED

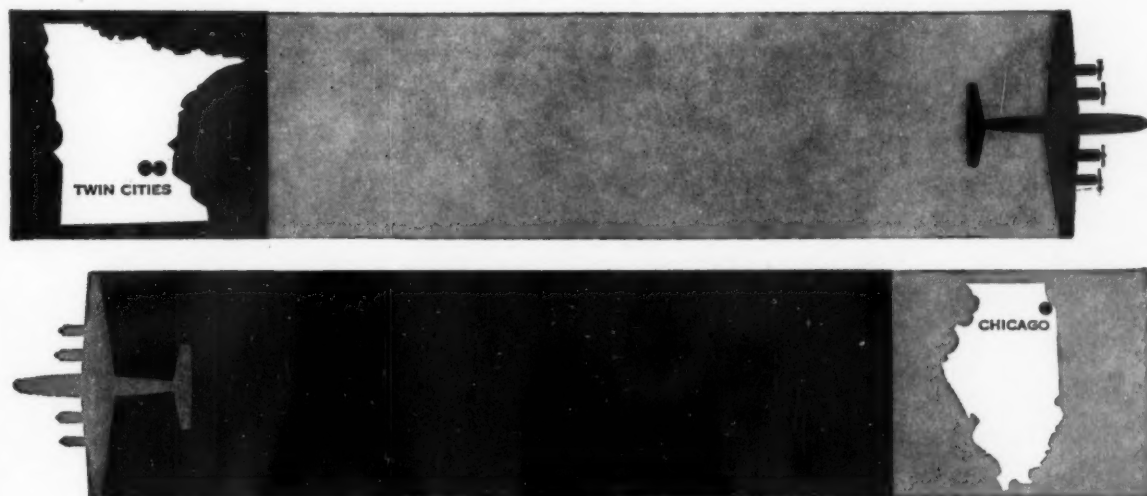
**The Worcester
TELEGRAM AND GAZETTE**
WORCESTER, MASSACHUSETTS

MOLONEY, REGAN & SCHMITT, Inc.
National Representatives



OWNERS OF RADIO STATION WTAG AND WTAG-TV

CAPITAL LAUNCHES THE FIRST JET-POWERED SERVICE BETWEEN CHICAGO AND MINNEAPOLIS, ST. PAUL



Seven jet-prop non-stops each direction. No vibration, no faster way.

Now for the first time you can fly Capital Viscounts—jet-powered by Rolls Royce—between Chicago and Minneapolis/St. Paul. Choose from seven non-stop flights in each direction daily. Each one smoother and quieter than you have ever experienced before.

Departures from Chicago at 8:45 am, 11:00 am, 1:35 pm, 2:55 pm, 5:20 pm, 8:00 pm, and 10:40 pm. Originating departures from Minneapolis/St. Paul at 7:15 am, 8:55 am, 12:00 Noon, 1:45 pm, 4:30 pm, 5:40 pm, and 8:20 pm.

Also, Capital now offers the first direct service from the Twin Cities to Buffalo and Rochester and the

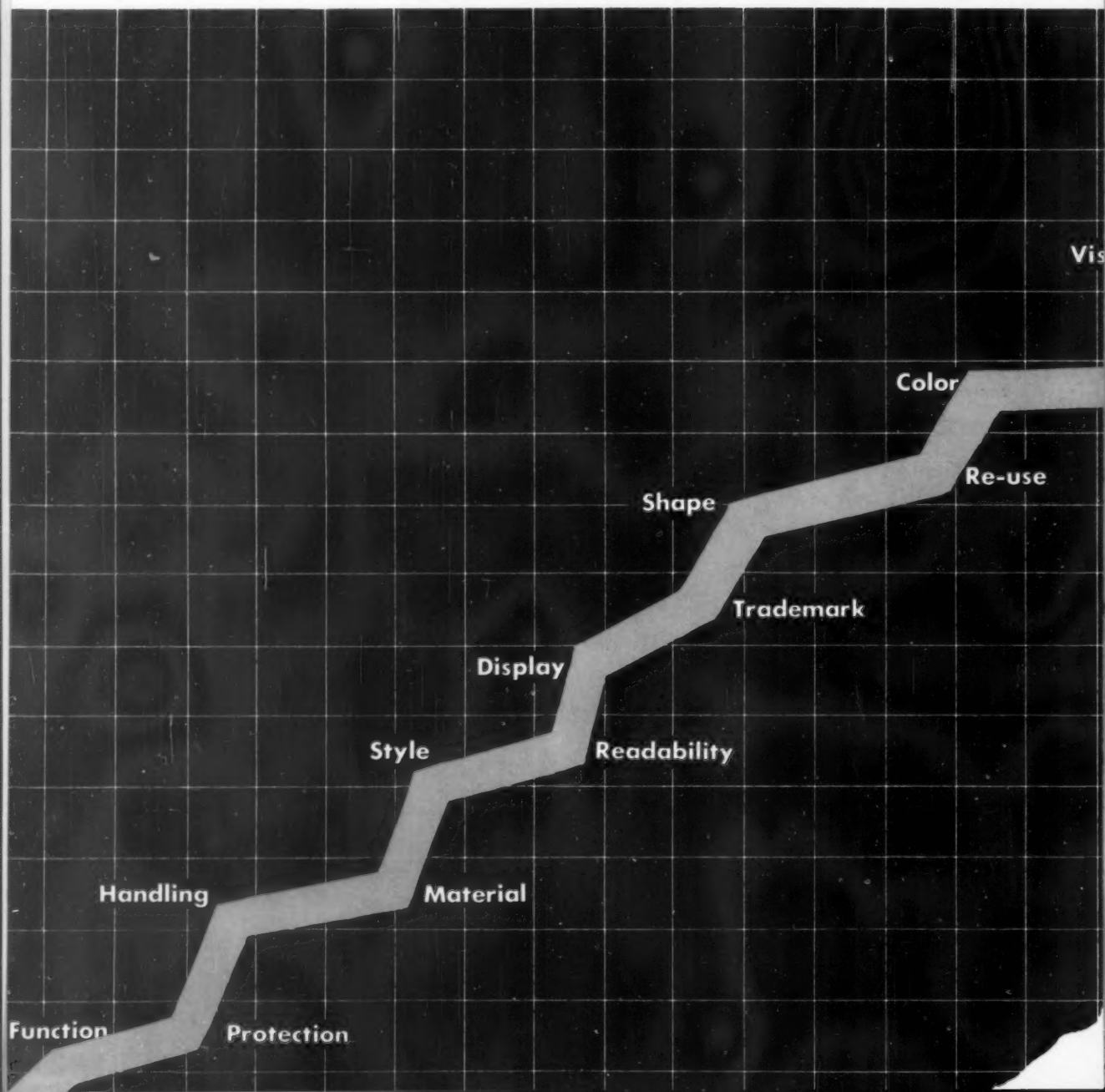
only jet-powered flights between the Twin Cities and Cleveland, New York, Washington, Pittsburgh, Baltimore, and Philadelphia.



*Jet-powered
by Rolls Royce*

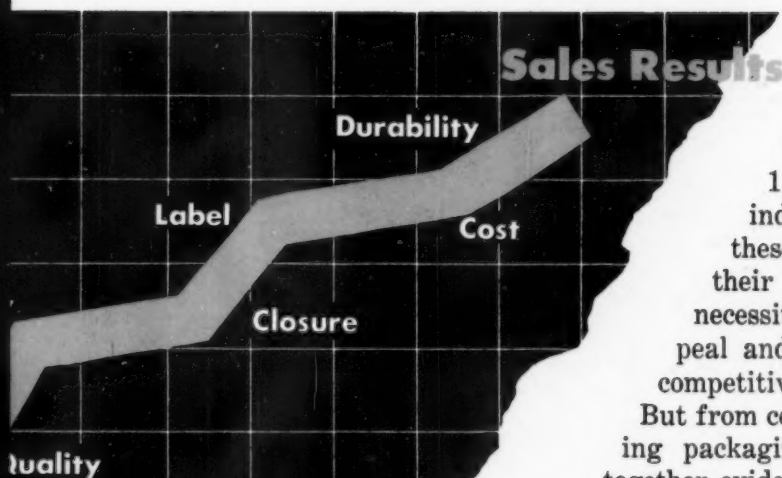
PACK

the most **powerful**



PACKAGING

salesman



Ultimate success-test of new packaging is the extent to which it increases sales. Durability, closure, color, materials . . . all must contribute to the salespower of the package.

The Better Packaging Advisory Council, investigating packaging in 1,200 companies representing every industry, finds that more than half of these marketers are "dissatisfied" with their present packaging. Change is a necessity, they say, to provide for sales appeal and product safety needed in today's competitive market.

But from composite surveys of companies making packaging changes, the Council has put together evidence of packaging's astounding contribution to sales gains. Examples:

- 35% of companies revamping packages show a 10% sales gain;
- 40% say new packaging is responsible for sales increases up to 30%;
- 5% report sales increases as great as 500%.

Today sales and packaging are inseparable. So it is no wonder that the corporate chief of sales *insists* that packaging—his #1 salesman at point-of-sale—accomplish sales objectives that he, himself, has defined.

Sales Management magazine, the only specialized business magazine devoted exclusively to the major interests of sales-minded executives, is obligated to pace editorial content to match and anticipate the constantly broadening demands of sales and marketing executives. Significantly, *Sales Management* devotes more exclusive editorial pages to the salespower of packaging than any magazine published.

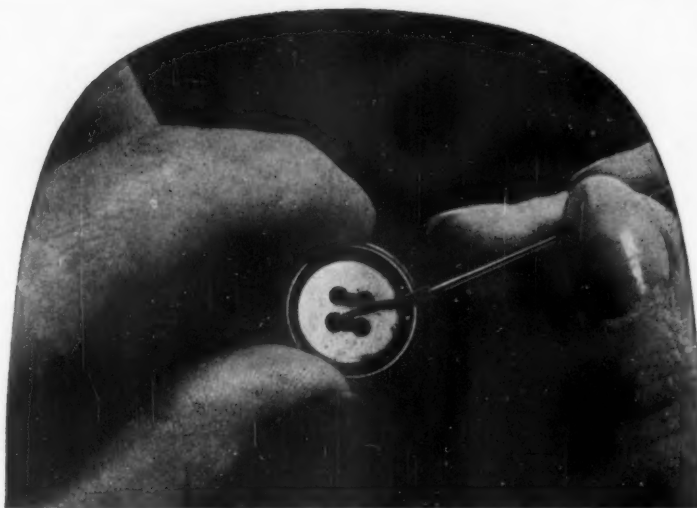
The sales-minded executive knows *Sales Management's* editorial emphasis and increasing volume of helpful packaging advertising will give him the professional stimulation and information he needs to implement packaging change.

"From a coat button... to Closed- Circuit TV

we know the 'extras'
are important!"



—says
PAUL MANGAN
National Convention Mgr.
Sheraton Hotels



"I really don't know which Sheraton 'extras' people appreciate more — the little ones or the big ones. I have sometimes felt that a guest speaker at a convention was as impressed by a stitch-in-time for his suit . . . as he was by the complex TV hook-up that carried his speech across the nation.

"The important thing is that you can rely on a wide variety of special services at Sheraton Hotels. This attention to extras is further assurance that your convention or sales meeting will be smooth-running and trouble-free."

Put your own sales-meeting problems into the capable hands of our Sheraton Sales Staff. These experts will arrange for meeting rooms and banquet halls, plan menus and entertainment — handle the hundreds of details to make your stay at a Sheraton Hotel a complete success.

FREE PLANNING GUIDE AND CHECK LIST of 149 items — to help your next banquet or convention run smoothly. Write to: Sheraton Hotels, National Convention Office, Sheraton-Park Hotel, Washington, D. C. And ask how Sheraton can help solve your specific problems.



SHERATON HOTELS

Coast to coast in the U. S. A., in Hawaii and in Canada

EAST

NEW YORK CITY
Sheraton-East
(the Ambassador)
Park-Sheraton
Sheraton-McAlpin
Sheraton-Russell
BOSTON, Mass.
Sheraton-Plaza
WASHINGTON, D.C.
Sheraton-Carlton
Sheraton-Park
PITTSBURGH, Pa.
Penn-Sheraton
BALTIMORE, Md.
Sheraton-Belvedere

PHILADELPHIA, Pa.
Sheraton Hotel

PROVIDENCE, R.I.
Sheraton-Biltmore

SPRINGFIELD, Mass.
Sheraton-Kimball

ALBANY, N.Y.
Sheraton-Ten Eyck

ROCHESTER, N.Y.
Sheraton Hotel

BUFFALO, N.Y.
Sheraton Hotel

SYRACUSE, N.Y.
Sheraton-Syracuse Inn

BINGHAMTON, N.Y.
Sheraton Inn

MIDWEST

CHICAGO, Ill.
Sheraton-Blackstone
Sheraton Towers

DETROIT, Mich.
Sheraton-Cadillac

CLEVELAND
Sheraton-Cleveland

CINCINNATI, Ohio
Sheraton-Gibson

ST. LOUIS, Mo.
Sheraton-Jefferson

OMAHA, Neb.
Sheraton-Fontenelle

AKRON, Ohio
Sheraton Hotel

INDIANAPOLIS, Ind.
Sheraton-Lincoln

FRENCH LICK, Ind.
French Lick-Sheraton

RAPID CITY, S. D.
Sheraton-Johnson

SIOUX CITY, Iowa
Sheraton-Martin

SIOUX FALLS, S. D.
Sheraton-Carpenter
Sheraton-Cataract

CEDAR RAPIDS, Iowa
Sheraton-Montrose

WEST COAST

SAN FRANCISCO, Cal.
Sheraton-Palace

LOS ANGELES, Calif.
Sheraton-West
(formerly the
Sheraton-Town House)

PASADENA, Calif.
Huntington-Sheraton

PORTLAND, Oregon
Sheraton-Portland Hotel
(Opens fall 1959)

AUSTIN, Texas
Sheraton-Terrace
Motor Hotel

HAWAII

Royal Hawaiian
Princess Kaiulani
Moana
Surf Rider

CANADA

MONTREAL, Que.
Sheraton-Mt. Royal
The Laurentian

TORONTO, Ont.
King Edward Sheraton

NIAGARA FALLS, Ont.
Sheraton-Brock

HAMILTON, Ont.
Sheraton-Connaught



How Do You Move Mountains of Salt?

There isn't much you can do to "romance" a product like salt, but the Leslie Salt Co. wins an astonishing amount of retail support for its products by selling service and ideas. This is the basis of Leslie's continuous training program for all salesmen.

By RONALD W. MURPHY
Vice President, Sales
Leslie Salt Co.

Salt is a kind of public utility. Everybody needs it . . . but how would you go about selling it?

If anybody has a food product that offers fewer advantages in selling than ours, I'd be interested to hear about it. Leslie Salt Co. produces salt and nothing but salt—mountains of it—for households of the 12 western states

and for a score of industries. Certainly, it would be unrealistic to claim that we produce better tasting salt or higher quality salt.

So how do you stimulate and maintain interest in the salesmen who are selling this one commonplace product day in and day out? And how do you arm them to persuade their customers

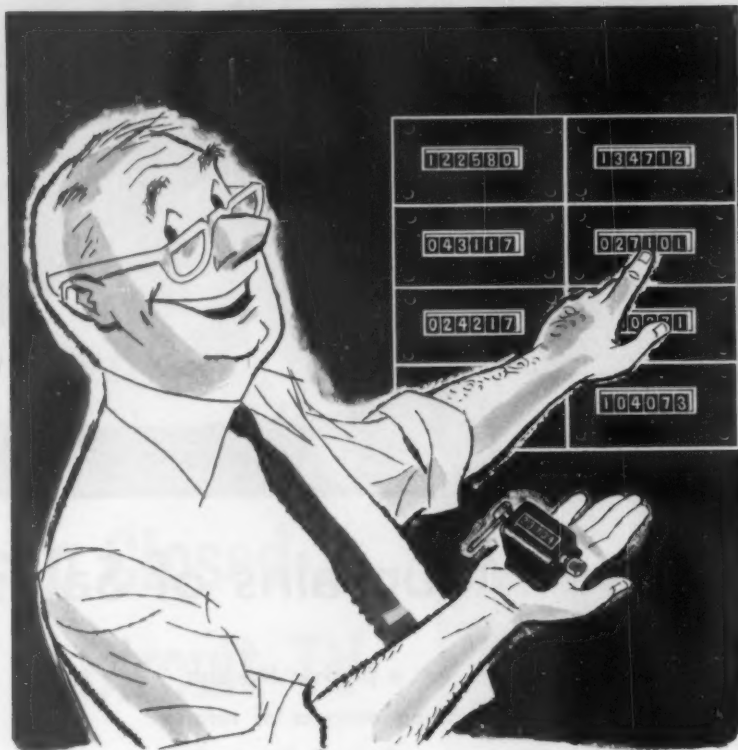
and prospects that they should be steady buyers of Leslie rather than Salt A or B?

Our answer is: intensive training for a special kind of service for which Leslie Salt has become well known among the food retailers and chain store buyers of the West Coast, and for a kind of practical helpfulness that we believe is fairly unique.

In marketing our product, we have a dual challenge: (1) to create proper exposure; (2) to win grocers' cooperation for our proposed merchandising efforts. (continued on page 104)



RETAILERS RESPOND when Leslie salesmen feed them plan after plan for promoting other products along with salt. Here's a super market display in which a salt stack is tied in with eggs and other related breakfast items. L. to r.: Ray B. Schwartz, western mgr., National Poultry and Egg Board; Roy N. Cloud, northern dist. mgr., Leslie Salt; R. W. Murphy, v-p, sales, Leslie Salt Co.



Your Customers and Prospects Know...
Veeder-Root Counters
Mean
EXTRA VALUE

Veeder-Root *Countrol* gives your equipment an important extra feature . . . a feature buyers look for in quality products.

It provides the "Facts-in-Figures" every buyer needs to save money, control production, increase the utility — of *your* product. And *Countrol* also proves a product's guarantee, helps assure regular maintenance and user satisfaction.

Send for this Idea Book: "A Fresh Edge to Competition"

Quick and easy reading about 101 different ways you can use counters to give your products extra value, extra features, extra sales power. Send for your copy, today.



Veeder-Root Inc.

Hartford 2, Connecticut
 Hartford, Conn. • Greenville, S. C. • Altoona, Pa. • Chicago
 New York • Los Angeles • San Francisco • Montreal
 Offices and Agents in Principal Cities

VR-42

"The Name that Counts"

The first is done with a continuing package-improvement program.* We have been responsible over the years, for a number of package innovations that provide consumer benefits and dealer advantages.

Convenient case markings identify the containers of our retail products so clearly that from the time a shipment is received, until the case is cut and its contents placed on the shelves, everyone concerned knows exactly what is in the case. We have considered the problems and needs, in this respect, of the receiving clerk, warehouseman, inventory-control personnel, drayman and stock clerk. Consequent ease and speed of handling save expensive manhours for the grocer.

The second half of our challenge, winning the grocer, is met with complete promotional programs to help the grocer to sell—not salt alone, but just about everything else he sells on which salt is used. These promotions provide the retailer with a theme for a multi-product promotion. Examples are: Better-Breakfast promotion, Sandwich Time, Beef-O-Rama. Each promotional package contains giant, full-color over-wire banners, usually with pictures of table settings that feature from five to 40 other products relevant to the theme. Since the promotion also gives the grocer a motif for his advertising, mats are provided featuring key items. We aim at a marketwide promotion.

► What does this have to do with sales training? It's the basis for our program. There is little use in teaching a man to sell unless you provide him with a philosophy to guide his customer attitude and then give him the tools to translate this philosophy into action. Most of us in marketing are through with the old system of handing a man a route book, pointing him in the direction of a retail store and telling him: Go get the orders. Competition today requires a well-planned approach to prepare the salesman for the problems you know he will meet, and equip him for the achievement expected of him.

Our basic training fosters selling the Company, its Products, and its Services. The majority of our more than 50 salesmen have been with us long enough to have absorbed a good grounding in these aspects of our selling policy. But, for good measure, the

* See "So Your Product Is Drab?" Sales Management, April 17, 1959, and "Two-Way Top for Salt Doubles Package Utility," Sales Management, Sept. 20, 1955.

DOUBLE IMPACT



How many prospects? It's in the cards (IBM!)

New Continuing Analysis of The Men to Sell. It pays to sell the men who write the specifications. Consulting engineers specify the products for \$25 billions in projects per year. *CONSULTING ENGINEER* magazine now keeps an IBM record system that reveals what kinds of projects are specified by which firms.

IMPACT ONE — COVERAGE

It is very close to 100% of all consulting engineers with specifying authority. *CONSULTING ENGINEER* goes to 11,500 top-level engineers in 6,000 consulting firms. Your advertising reaches every man among the men to sell.

IMPACT TWO — RE-COVERAGE WITH KEYED DIRECT MAIL

Mechanically, the new analysis system tells you every consulting engineer whose projects need products like yours. As a *CONSULTING ENGINEER* advertiser, you key mailings by this list. Not only does this double your advertising impact — it doubles it with the right men.

Send for "Two-Minute Prospect Finder." From its 95 classifications you can quickly check off exactly the fields in which your product has prospects. See how Double Impact lets you direct your own mail economically and with pinpoint accuracy to the men to sell. Write today!



Consulting Engineer

Wayne near Pleasant Street, St. Joseph, Michigan

Sell the Men Who Write the Specifications

points are reviewed in quarterly meetings where we emphasize the ways to get information to the customer.

In selling the company we talk about methods of production; the excellent refining of the product; our position in the salt industry; reliability of supply; and variety of items available.

A certain amount of brand preference determines the consumer's choice of salt but habit is the biggest factor, that and availability. We can't exploit quality aspects to any significant degree, since all factors in the industry have access to the production tech-

niques. This apparently leaves little to be said in selling the product. But we can point to some important facts: chemical purity; excellence in screening; safe free-flow additives; nutritional additives (such as iodine in the table salt, other items in animal-feed salt ingredients, etc.).

When an outstanding new package is introduced—the 12-oz., three-way, finger-tip control, foil container is an example—the packaging advantages, display factors, pricing and profits to grocer, and general promotional advantages are studied.

There is also briefing on a seasonal

supplementary package promotion—a different one at each of the quarterly sessions. The men are shown how to get grocers to promote sales of 5-lb. bags of canning during the fall canning season; 10-lb. ice cream salt packages in summer; 38-lb. de-icing salt in the winter season; miniatures when picnic and barbecue time comes around.

Visual aids are provided, to be used with Viewmasters, in selling packages, displays and promotions. Others tell the production story. These aids help the men gain and hold the interest of retail store buyers.


The service you give may swing a customer to or away from your brand. Our men are trained to sell superior Leslie service. This includes: prompt shipping; careful handling in loading so as to deliver the product and its package in prime condition; prompt salesman follow-through on service obligations or promises; regular calls; prompt handling of complaints; and—our ace-in-the-hole—imaginative in-store cooperation.

Such selling fundamentals fill the first phase of what is usually a three-part training session, occupying two days and held quarterly in each of our districts. The second portion deals with new ways of selling our products to the retail field. The third covers our industrial selling program. All the men are exposed to the entire session. In the meetings, we use panel discussions, brainstorming, role playing and similar techniques for dramatizing the problems the men may have to tackle.

► One of the most effective training methods we use is acting out problems. This is effective particularly in equipping the men to meet objections and overcome them successfully. With our product, there are three main approaches for overcoming objections: (1) laying stress on the extra profit to be made by grocers who push our new 12-oz. package; (2) improving the movement of salt by better shelf position; and (3) stimulating salt sales through the use of tie-in programs.

Subject matter is never general or theoretical, but tied in with an actual current program. Take, for example, our Beef-O-Rama promotion, introduced in January of this year. Before the training session, a brochure was prepared for each individual salesman. It contained samples of each P-O-P piece; supporting advertising (television and newspaper) with schedules; advertising mats for retail use; slicks; and a statement of the profit story.

There was discussion of how the individual items related to one another and to our product. At the same



ROP color is a specialty at the DISPATCH . . . not a headache. The extra cost of preparation of ROP material is wasted unless this ad is entrusted to a newspaper that will do it justice. The DISPATCH is a national prize winner in ROP Color, and last year carried nearly 500 pages of color for over 150 advertisers.

If you are not already completely familiar with the COLUMBUS DISPATCH success story, investigate at once. There's a pay-off in sales waiting!

THE "TOTAL SELLING" MEDIUM IS THE DAILY NEWSPAPER

Representatives:
O'Mara & Ormsbee, Inc.

Optional combination rate with the morning Ohio State Journal now available.



Columbus Dispatch

HELP US KEEP THE THINGS WORTH KEEPING

If you're a father, you don't have to look into your briefcase for the facts on how much peace is worth to you.

The answer is right in your heart.

But keeping the peace isn't just a matter of wanting it. *Peace costs money.* Money for strength to keep the peace. Money for science and education to help make peace lasting. And money saved by individuals to keep our economy healthy.

Every U. S. Savings Bond you buy is a direct investment in America's Peace Power. It not only earns money for you—it earns *peace*. And it helps us keep the things worth keeping.

Are you buying as many Bonds as you might?

HOW YOU CAN REACH YOUR SAVINGS GOAL
WITH SERIES E SAVINGS BONDS
(in just 8 years, 11 months)

If you want about	\$2,500	\$5,000	\$10,000
each week save	\$4.75	\$9.50	\$18.75



Photograph by Harold Halma

HELP STRENGTHEN AMERICA'S PEACE POWER BUY U. S. SAVINGS BONDS

The U. S. Government does not pay for this advertising. The Treasury Department thanks The Advertising Council and this magazine for their patriotic donation.



time the men were reminded of the company's high regard for related-item promotion. For some years now Leslie has recognized the retailers' interest in related-item selling. The manufacturer who pushes only his own product has come to be considered selfish or unrealistic. We emphasize to the men that the grocer, too, has a big job to do. The salesman's attitude should be that he is there to promote the merchant's welfare—by

pushing Leslie only indirectly, while providing ways and means for the grocer to sell a wide range of other profitable items.

Against this background, the suggestion was made that a display of Leslie salt be set up in the store, next to a suitable related item featured in the Beef-O-Rama promotion, using the appropriate stack markers, banners, and shelf markers. Salesmen would be responsible for the display.

All of the men have previously had a thorough training in display techniques and the physical setting up of displays in stores. Supervisors, at a ratio of one to each group of seven men, work with salesmen individually, making routine calls with them and training and teaching on the job, with particular emphasis laid on placement and arrangement of displays.

Next step in the introduction of Beef-O-Rama promotion was to give a detailed picture of the profit story and the advantages of retailer cooperation with the program. Finally, specific chain store or independent store problems were brought up for discussion.

Advertising does double work if properly sold to the salesmen and in turn merchandised by them to their contacts in the field. (Leslie uses television and newspapers, with the latter greatly augmented this year to push the company's new 12-oz. foil package.) We do more than simply tell the salesmen about our advertising campaigns. The thinking behind campaigns is explained; the men are showed why and how advertising helps them and helps their customers, the food retailers. In fact, they get a short course in using advertising as a selling tool. Such extra know-how can often clinch a sale.

► At each of the quarterly training sessions, we preview the current TV program and study reprints of the company's newspaper advertising. Comment and discussion are encouraged. The men are given reprints of the advertising and TV story boards, together with schedules for coming months. They learn how to use these records to point up Leslie's support of stores cooperating in current promotion activities. And their "sale" of our advertising is not considered complete unless they have won the grocer's agreement to tie in with advertising of his own. This is not left to chance. The men make a definite request for this cooperation, supply the retailer with ad mats which will tie in with the store event, and help him in any way they can to get the best possible results from his advertising.

Advertising in all cases is paid for entirely by the grocer: We make no advertising allowances on these promotion tie-ins. The remarkable amount of cooperation we receive is all the more gratifying for this reason, confirming, as it does, our belief that we are rendering the food retailer a real service in supplying him with promotion themes and tools.

In these training sessions we never neglect to talk about results. Sales re-



Linda and Judith Qualls, attractive Athens, Tennessee twins, are among the outstanding teenagers of the nation. Now in college, both hold class offices and scholarships, they are currently serving as Co-National Chairman of the 1959 March of Dimes for Teenagers. Linda is a past president of Tennessee's Future Homemakers of America. Judith is a former president of

Girls Nation. Both are champion tennis players and swimmers. Both are active in church and community work. Like so many of TOGETHER's teenage readers, Linda and Judith Qualls have the natural bent for leadership found among the 900,000 families in TOGETHER's selected audience... prime prospects for what you sell.

Together

Published by The Methodist Publishing House
740 RUSH STREET • CHICAGO 11

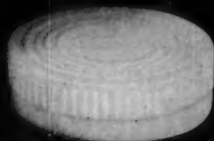


You get results with

\$50,000 A YEAR SAVED

in mailing costs alone!

VITASAFE CORPORATION



SALES UP 69%!

PET DAIRY



OUTSELLS ALL OTHERS

combined, 4 to 1!

CHESEBROUGH-POND'S

LUSTREX PACKAGING

If your product is packageable, and you, too, would like to capitalize on the profit-making possibilities of Lustrex molded plastic packaging, your first step is to send for "The Molded Package Evaluator." It's free, there's no obligation, and Lustrex packaging may prove as rewarding to you as it has to marketers in many fields.

Use coupon below.



Monsanto Lustrex styrene is one of the outstanding plastics molded by highly creative package manufacturers into containers and packages with unusual beauty, durability, versatility and sales ability.

LUSTREX: REG. U.S. PAT. OFF.

Clip and mail today!

Monsanto Chemical Company
Plastics Division, Dept. 61, Springfield 2, Mass.
Please send my free copy of "The Molded Package Evaluator," designed to help me discover how molded packaging can increase sales and profit.

NAME _____

TITLE _____

COMPANY _____

ADDRESS _____

CITY & STATE _____

sults are the measure of the training our men have absorbed and the tools they have been given. A salesman becomes more receptive as he sees concrete results in the performance of himself and his fellows.

Results are the particular subject matter at our interim sessions, held usually from six to eight weeks after the launching of a new promotion. These gatherings have the dual purpose of checking out any unusual problems the men may have encountered, and covering progress to date. The interim group discussions have been found very beneficial.

Spiced up with sales comparisons, both individual and by territory, they serve to inject enthusiasm and spur the men to further effort.

Training does not stop with the salesmen. Twice yearly we hold training sessions with district managers and supervisory personnel only. Subject matter covers policy, operations, duties and responsibilities of these management level men, and projected plans. Brainstorming is used effectively here. A good many new ideas and valuable suggestions come out of the sessions.

Obviously, Leslie takes sales educa-

tion seriously and is willing to spend a lot of money and invest a lot of time in it. Are we satisfied that it pays? Definitely, yes. Continuous, intensive training and sympathetic supervision of our sales force is considered one of our most important areas for effecting proper selling. Without the efforts described, response to our product would be at best apathetic, sales at a mediocre level. Morale and personnel turnover would be a problem and customer relations would deteriorate. As it is, the Leslie picture on all of these is strongly positive. Turnover in sales personnel is negligible, morale and spirit very high.

The above program, intensively applied for the past four years, valuable as it is, would be nullified if we lacked a sound compensation policy and security program for our men. We provide good basic compensation plus incentive pay; retirement insurance and all of the fringe benefits, so called, which loom so importantly in the career picture of the modern salesman. The finest training program in the world would be only half effective with discontented salesmen and cumulative benefits to the company would be lost. On the first level, therefore, we consider that the program pays handsomely in the high morale of our sales force.

► On the next level—retailer response—we find that our men are warmly welcomed by store managers and buyers. Cooperation on each of our promotions has been just about 100%. In many instances we have had requests for repeats on some of the programs. Grocers are now asking for the next Leslie promotion. No problem here to get our material and displays into stores. The Leslie man is greeted with: "When's your next promotion coming up?" or, "What's the next Leslie promotion going to be?" A common remark of a buyer or manager is: "We'd like to stage something for next July. What's Leslie got coming up?"

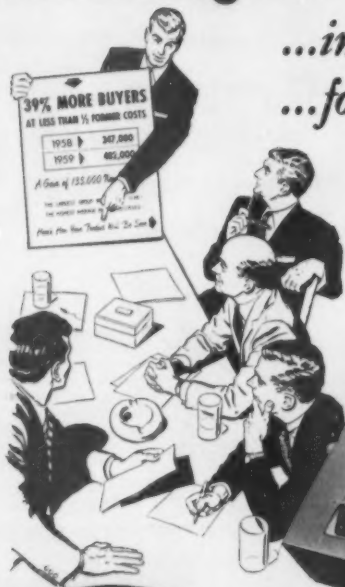
The effect on sales: very gratifying. Noticeable evidence of results from the total program is the change in certain "weak" Leslie areas. Brand acceptance in these territories is now equal to, or better than, that of competitive names.

In some respects salt is fighting a defensive battle on the home front. As pre-cooked, prepared and processed, packaged foods and meals increase, less salt is bought and used at home. Maintaining volume in the face of this change in homemaking habits is, to say the least, a real challenge. Sales training is helping us to meet it. ♦

Lettering for Presentations

*...in minutes...
...for Pennies...!*

Now you can prepare your presentations with a variety of attractive type styles and sizes that will give your chart-talks a new dimension in expressiveness and dignity. Your office girl can run off the copy you need.



Vari-Typer

HEADLINER

Automatic! ...YOU COMPOSE TYPE BY SIMPLY DIALING!

- VISUALS** ✓ No more costly type-setting or hand lettering. HEADLINER photo-composes any type of lettering, for any purpose, on plastic-coated, smudge-proof paper, or transparent film, instantly ready for use in your presentation layout. Hundreds of different type styles, all instantly changeable...ranging
- HEADINGS** ✓
- DISPLAYS** ✓
- CHARTS** ✓ up to 72 points in size.

CUTTING COSTS IS OUR BUSINESS

VARI-TYPER CORPORATION
SUBSIDIARY OF
ADDRESSOGRAPH-MULTIGRAPH CORPORATION

All heads in this Ad were
photo-composed on the HEADLINER.
Text by VARI-TYPER.

VARI-TYPER CORPORATION Dept. H 85
720 Frelinghuysen Ave., Newark 12, N.J.
Please send VARI-TYPER Book

NAME.....
COMPANY.....
ADDRESS.....
CITY.....ZONE.....STATE.....

STARTING WITH ISSUE OF SEPT. 15, 1959

THE LOOK MAGAZONE PLAN

So bold, so flexible, so appealing that 47 advertisers—40 of them new in Look—have ordered over 200 Magazone insertions even before the first issue goes to press.



The LOOK MAGAZONE PLAN is *hot* because it is geared to modern marketing needs. It provides advertisers with seven geographic zones, available individually or in *any* combination (see above map). It offers tremendous household reach—1 out of *every* 3 households in most zones. It is tailor-made for seasonal promotions, dealer tie-ins, new product introductions on any area-by-area basis, copy testing, or beefing up of sales in weak areas.

With MAGAZONE you combine top flexibility, tremendous household coverage and unlimited promotional potential with the impact, authority and prestige of one of America's great *national* showcase magazines.

Your LOOK representative will show you how your ideas

LOOK

can become exciting realities in LOOK—the exciting story of people.

LOOK offices are situated in New York, Hartford, Philadelphia, Pittsburgh, Cleveland, Atlanta, Chicago, Detroit, Minneapolis, Los Angeles and San Francisco.

AUGUST 21, 1959

111



The Regional Sales Manager:

Loud, New Voice

In Advertising

(continued from page 34)

turned up by Sales Management's editors. Here is how some questions were answered:

Q. "Do your regional sales managers sit in on advertising planning sessions before plans are formalized?"

A. "Our regional managers gather quarterly and play a large role in determining ad budgets, media, and themes," says Marketing Manager Sparks of Whirlpool. "They exercise a much more important part in this than a few years ago. We demand it of them. One knows that his region would do best with air conditioners at this time of year; another, with home freezers."

More frequently, regional sales managers are gathered at company headquarters once, twice, or even four times a year, and an advertising program is presented for their criticism and recommendations.

At Miles Laboratories, Inc., says Perry L. Shupert, v-p of sales and advertising, "First, we spend half a day giving our ten regional sales managers the latest statistics on TV, radio, magazines and Sunday supplements. These preliminary figures prepare them for the budget, which we discuss by regions, media and products. We'll tell the regional managers what our budget is and what the agency recommends. Then they'll make their recommendations. If the facts and figures support them, we'll go along with them. This session is very valuable; it keeps the regional manager up on ad plans, and it helps us plan an effective program."

Other companies that bring their regional sales managers into the ad planning picture in this general way include leading marketers of packaged grocery products, durable consumer goods, gas and oil, and air transport.

"We really count on our regional

sales managers in ad planning for the introduction of new products," says William Frazer, general sales manager, Pabulum Division, Mead Johnson & Co. "He has his finger on the pulse of that local market. His recommendations are valuable in planning the theme and selecting the newspapers and spot promotions."

Q. "How strong a voice do you give your regional sales managers in media selections?"

A. "95% of media selections are made by our regional sales managers," replies the v-p, marketing, of a leading oil company, who preferred not to have his company identified. "We have been following this practice for five years and intend to continue it because it has been so successful. The trend to regional advertising will certainly grow, particularly in industries like ours where local media figure so heavily in the overall advertising plan."

This oil company's system is "to set up the budget and tell them 'here it is . . . it's in your hands . . . now make it work as hard for you as possible.' We give them the latitude within that framework to use their own initiative." Two other oil marketers, also preferring anonymity, report they give their regional sales managers a "strong voice" in media selection.

Again, it's the decentralized company with the highly regional product that gives the regional sales manager the biggest voice in media choice. For example, take American Cyanamid's Agricultural Division, where regional managers are "fairly autonomous" and the product, agricultural chemicals, is extremely regional in nature. Says Marketing Director Bowman: "We'll almost always go along with recommendations for regional media. . . . Our regional sales managers are very strong influences on what we spend for advertising and how we spend it."

"Our regional sales managers definitely influence where and how we spend our ad money," declares the director of marketing of a large maker of packaged grocery products. "Our regional sales managers' influence in national ad programs — network TV and magazines — is not too significant, but they have quite a bit to say in the selection of media in their regions. This policy is the best way of getting the most from our ad dollar."

B. T. Babbitt's V-P Sugden puts it quite simply: "Our three regional managers are instrumental in media determination. They suggest media, and the home office approves and buys them."

A "partial voice" in selection is noted by Procter & Gamble. "But regional managers do not make recommendations which bind us to acceptance."

Regional sales managers "carry considerable weight in media selection" in their own areas for Alcoa-Wrap, reports Aluminum Company of America.

Charles K. Rieger, v-p and general manager of General Electric Company's Appliance and TV Receiver Division, explains that because G-E owns its wholesale houses, "our managers are in charge of all advertising in their areas."

Many marketers who deal largely in cooperative advertising give their regional sales managers virtually complete power to select local media. At Polaroid Corp., says Robert C. Caselman, v-p of sales, "Regional sales managers channel co-op money into the media they find most useful in their particular regions. Sometimes they elect to use radio, sometimes newspapers. We let them make their own choices." Other marketers following this policy include manufacturers of durable consumer goods and appliances.

A company with a special situation is Pepsi-Cola Co.—it deals with franchised bottlers who spend their own money for ads prepared by Pepsi. Says William Durkee, v-p of marketing: "Our regional people have a strong voice in how and where we spend our ad money. We can have the best ad in the world, we can win prizes with it . . . but if our bottlers don't like the ad and won't use it, we've thrown away our money." His voice in our ad plans, Durkee explains, "lends a psychological plus to our own plans. He'll push what he's had a say in—or he'll sit on his hands if he hasn't been brought into the planning picture several times a year while it's in various stages of development."

Q. "Do your regional sales managers influence the size of the ad budget?"

A. "Regional managers have a voice of counsel on ad budget size for their own areas," says the sales manager of an oil company. "Their recommendations are carefully weighed and, many times, accepted."

At another oil company, regional sales managers "very often ask for an increase in advertising for their areas," says the general sales manager. "Sometimes they are very right. When they are, we make every effort to satisfy them."

"Their ad budgets are largely determined by sales," comments V-P



"More talk about magazine flexibility here. No one will ever beat TV Guide's 53 regional editions."

"Sure someone will—TV Guide."

TV
GUIDE



The Regional Sales Manager:

Loud, New Voice In Advertising

(continued from page 112)

Sugden of B. T. Babbitt. "If a regional manager wants more, he has to be able to justify it and commit himself to profit by the increase."

"Large roles" in determining ad budgets are played by regional sales managers at such leading companies as Whirlpool and American Cyanamid.

General Electric's sales managers at wholesale houses "may set their own ad budgets as high as they think the expected sales will justify," says V-P Rieger. "The main advantage is complete local control."

Q. "Can a regional sales manager pressure you into changing your ad program?"

A. "On their urging, we added the flexibility of newspaper supplements to our magazine advertising," replies Sales Manager Becker of Fedders. On regional sales managers' recommendations, Fedders has also "made changes to or from newspapers, spot TV and outdoor ads, and between big, metropolitan-area and smaller, city dailies."

"Even after a program has been started," admits Senior V-P Johnson of United Air Lines, "we can be influenced by their suggestions. We can alter our advertising plans fast when we feel their suggestions are justified."

A regional sales manager of Miles Laboratories felt that a fast-growing regional TV station should get a bigger share of the regional budget. Says Sales V-P Shupert: "We investigated; he was completely right; and he got it."

An oil company regional manager recommended a switch in advertising from an old, established newspaper to a fast-growing, new one. The sales manager studied the plan, made the change, and the results proved the regional manager was right.

Q. "Does your advertising manag-

er find out regularly what your regional sales managers want in regional or national advertising?"

A. "We insist that our ad agency maintain a staff of about a dozen field men to contact our regional people to see that they and the advertising are working," answers the marketing v-p of a big oil company.

Other companies in the oil industry—apparently the most advanced in using the regional sales manager for important ad direction—report that advertising managers spend considerable time traveling throughout the country getting recommendations for future ad media and evaluations on present media.

► United Air Lines reports: "Our own advertising people and agency men go out into the field each month to get continuing reactions to our advertising from the men who sell United."

Other marketers indicating some field activity of this type include makers of packaged grocery products, surgical dressings, drugs and medicines, and waxes and polishes.

Q. "Do you mind if media salesmen make presentations to your regional sales managers?"

A. "We rather like it," says sales V-P Shupert of Miles Laboratories. "We can find out a great deal about our competitors' plans, and it keeps our men alert."

"If I were a media salesman, I sure as hell would call on the regional men," quips Whirlpool's marketing manager Sparks. "Although they don't have the final say on such media as national magazines, they are one more voice in court."

Other companies tolerate it. Still others frown on the practice.

"We discourage direct solicitation of our regional sales managers," declares the sales v-p for a marketer of drug and household products. He feels that a media salesman "can convince a regional sales manager, who lacks the advantage of broad vision of media, that 'X' Magazine is the only medium possible—when we know it isn't."

Q. "Are you interested in the special regional advertising packages now offered by national media?"

A. "The trend to regional advertising," says an oil company's general sales manager, "is the greatest thing that has happened in the advertising field in a long time. The magazines and newspapers that are offering it are to be congratulated. If TV offered such a program, we would benefit greatly."

"A welcome development," applauds the sales manager of another oil marketer that is examining it very closely. "If we continue to use national magazines next year, we will no doubt go in for split-runs."

Some companies see the split-run and zone offers of national magazines as a new opportunity for national manufacturers to put their dollars to work where they need maximum impact. "Our basic ad plan is okay for 60% of the country," says a large packaged goods manufacturer, "but now we can heavy it up effectively in the weak spots."

"The availability of more regional editions and split-runs in national magazines," says United Air Lines, "is influencing our across-the-board planning for 1960."

"With the flexibility of these plans, plus the seasonal and other peculiarities of our products, it's quite possible we might come to it," says R. R. Lynch, advertising manager, Major Appliance Division, Westinghouse Electric Corp. And he adds, "If media reps begin calling on our regional sales managers, it could very well be that we will."

"Definite regional problems" are admitted by Marketing V-P Durkee of Pepsi-Cola. "You can't sell a quart bottle in Mobile for love or money. We are solving these problems in other ways at the moment. We may come to regional editions, although at the moment the answer is 'No.' But the whole media picture is shifting daily and who can tell what we'll be doing five years from now—or even next year?"

► There seems to be no question that the regional sales manager is a rising influence in big-company advertising planning. However, the trend definitely does not run straight across the board. As might be expected, in the marketing of some low-cost, high-volume, nationally used consumer products, advertising is still centrally controlled.

Other companies do little or no regional advertising and don't consult regional sales managers on their national ad planning. The merchandising manager of a light bulb marketer which places "very little local advertising" reports that "field people have absolutely no part in the determination of ad budgets, media, or ad themes."

Then there are the dissenters—sales managers who keep a tight hold on the ad program and discourage any and all advice from the regional sales manager. "His job is to sell," says a v-p of sales for a packaged goods manufacturer. ♦

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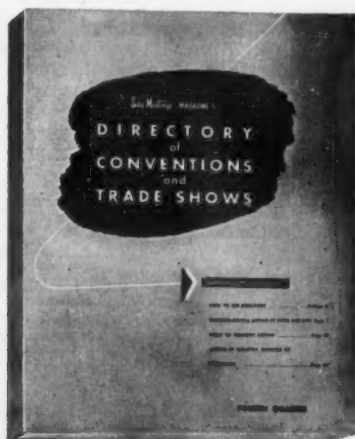
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EXECUTIVE SHIFTS IN THE SALES WORLD

Allied Chemical Corp. . . .

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Blaw-Knox Co. . . .

William Rodgers, general sales manager, named senior vice president.

Bostrom Corp. . . .

Richard Cory appointed director of marketing.

Breeze Corporations, Inc. . . .

Matthew Lyon named marketing manager. Alban P. Mudd joins the firm as military and industrial products sales manager.

Briggs Manufacturing Co. . . .

John C. Peppler appointed sales manager of special accounts.

Buhr Machine Tool Co. . . .

Chester S. John promoted to general sales manager.

Caloric Appliance Corp. . . .

Harry S. Walker named to newly created position of director of sales.

Chemical Corporation of America . . .

George T. Gerakitis elected vice president for marketing, Freewax Division.

General Telephone & Electronics Corp. . . .

Bernard O. Holsinger appointed director of marketing, Sylvania Electro-Specialties, new division of Sylvania Electric Products, Inc., a subsidiary.

Lockheed Aircraft Corp. . . .

Walter C. Smith named director of marketing, California Division.

Nateco Corp. . . .

Harry F. Toner elected vice president—sales.

D. W. Onan & Sons, Inc. . . .

Roy E. Mullin named sales vice president.

Risdon Manufacturing Co. . . .

Lawrence F. Heileman appointed managing director, Cosmetic and Aerosol Divisions. Donald S. Tuttle, Jr., sales manager of Aerosol, also made sales manager of the Cosmetic Division.

Joseph E. Seagram & Sons, Inc. . . .

Leonard V. Colson named vice president in charge of sales, Pharmacraft Co., a drug subsidiary.

Simmons-Boardman Publications . . .

Jack Wyatt appointed advertising sales manager, American Builder magazine.

Singer Manufacturing Co. . . .

Harold R. Crawford and Herbert Burchill named vice presidents of Singer Sewing Machine Co., marketing subsidiary.

United Artists Corp. . . .

James R. Velde elected vice president in charge of domestic sales.

United Newspapers Magazine Corp. . . .

John R. O'Connor made vice president and advertising sales manager, This Week Magazine.

Van Norman Industries . . .

Lawrence A. McDonald chosen vice president—sales of Super Tool Co. Division.

Wilkening Manufacturing Co. . . .

Edward C. McGinley named sales manager, Automotive Replacement Division.

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TODAY'S ADVERTISING

Policies • Trends • People

by Lawrence M. (Mike) Hughes

Pensive

My barber offered me "a thinking man's haircut."

Share

Other magazines might wish that Wally & Co. of Chappaqua had not yielded to the economics of publishing, a couple of years back, and decided to carry advertising.

Magazine Advertising Bureau reports that in first half 1959, general magazines (not counting farm and newspaper magazines) raised their combined ad revenue from \$337.8 to \$368.6 million.

Many books contributed to this \$30.8 million gain. But Reader's Digest provided a full fifth of it: \$6,126,000. RD's advertising pages increased 61.8% from first half 1958.

RD people don't expect to keep on growing quite this fast. Against last fall, for example, they'll face "tougher figures." They may settle for a 45 to 50% page increase for the full year.

Uppers

Though RD led the field, some 16 other magazines (among the 60 carrying 200 or more ad pages each in the first half of the year) added more than 10%. Woman's Day, for instance, gained 25.4% and Coronet 22.7%. The other 14—all expanding 15.9% or less—were Living for Young Homemakers, TV Guide, True, Everywoman's Family Circle Magazine, Nation's Business, Scholastic Magazines, Saturday Review, The Atlantic, The New Yorker, Sports Illustrated, Ebony, Sports Afield, Forbes and Harper's Magazine.

Rusted

Railroads' reasoning passeth all understanding.

The 115 Class 1 (more than \$1 million gross revenue) roads last year had about 10% less revenue. They totaled a mere \$9.6 billion.

So, says the official explanation, they cut advertising better than 20%, from \$26.3 to \$20.3 million.

Actually, nearly all of the 115 roads didn't advertise "at all": In 1958 and 1957, the Association of American Railroads tells the ICC, just 15 of the 115 spent more than two thirds of all r.r. \$\$.

But the top 15 also slashed proportionately. As compared with six \$1 million-and-up advertisers in 1957, there were only four in 1958. Even so these four—Union Pacific, Santa Fe, Great Northern and B&O—managed to spend 40% of all the dollars of the 115.

Most of the dollars still went for passenger service.

The emerging Chicago & North-Western isn't a big

advertiser. But it figures that, if it must serve passengers, it might as well attract them: You may now ride C&NW's "de luxe streamliners" between Chicago and St. Paul-Minneapolis at "bus fares or lower." You may reserve a reduced-rate parlor car seat and eat a full meal for \$1.25.

Hiatus

"The best thing you can say about summer television," says TV Guide, "is that it's never disappointing. You expect it to be bad, and sure enough—it is."

Telecasters may reply that their ability to subsist so well on stale stuff at this season testifies to their medium's robustness. Statistics would seem to support this. Though June 1959 billings of the three networks (\$48.4 million), were \$7 million below the level of March 1959, they were still \$5 million higher than June 1958.

Still the fact that sets-in-use declines about one third from fall-winter peaks must cause concern. By comparison circulations of daily and Sunday newspapers dip only 4 and 2%.

But how would newspapers, or magazines, make out on "re-runs?" Suppose newspapers decided to let the summer customers have only last winter's news and features?

I suggest that network TV would be wise to freshen up—with the daisies.

Paved

Almost adjoining, in the same magazine, were two ads: "Arizona chooses rugged Asphalt pavement for its first Interstate Highway," and then: "CONCRETE will save taxpayers umpty-umph on the first 39 miles of North Dakota's Interstate 94."

On a chart in the latter ad, Portland Cement Association made the asphalt boys look like highway robbers.

While I try to be unbiased about this battle, I admit to being pleased to read a newspaper caption, three days later, on an AP Radiophoto, showing workers spreading "a layer of asphalt over the floor of the U.S. exhibition in Moscow." The caption added: "Constant scuffling of visitors caused concrete floor to crumble."

Traffic

Sometimes I'm surprised at how far Ford Motor gets around. One in the company's forthcoming series of 39 "specials" on NBC-TV will show Mafia, secret Sicilian criminal society, busy at "violence, murder, blackmail, prostitution and traffic in narcotics." At least there's traffic.

Choice

Our Pennsylvania Dutch correspondent tells of a farmers' market near Schuylkill Haven that offers "a wide choice of burial stones."

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announces
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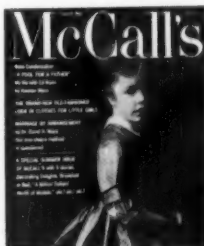
Effective with the February issue, McCall's announces a 5.8% increase in guaranteed circulation...the highest in McCall's history! Newsstand and subscription sales are increasing at a record rate. This rapid growth directly reflects the bold, new editorial content of McCall's today. Rate increases effective with the same issue are proportionately the lowest in the entire women's service field. Four-color rates are being raised only 5.8% and black and white rates 9.5%. There will be no increase

in the cost per thousand for four-color bleed advertising. This advantageous rate structure is made possible by new five-color presses developed exclusively for McCall's Magazine. This rate base announcement...following the news of no extra charge for bleed and the introduction of McCall's new Western edition...is just another move to make McCall's the most effective, efficient and economical advertising medium available. Ask your McCall's representative for details.

COMPARE THESE COSTS:

	PAGE, 4-COLOR	PAGE, 4-COLOR, BLEED	PAGE, B & W
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Good Housekeeping UP 200,000	5.35 per M	5.88 per M	3.88 per M
Ladies' Home Journal UP 200,000	5.56 per M	6.39 per M	3.97 per M

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More readers.....more advertising- THE TRIBUNE GETS 'EM IN CHICAGO!

The Tribune sells nearly 900,000 copies daily, 1,250,000 on Sundays—over one and a half times the circulation of any other Chicago paper. It is read by more families in Chicago and suburbs than the top 5 national weekly magazines combined. More than 6 times as many Chicagoans turn its pages as turn on the average evening TV

show! Advertisers spent over \$60,000,000 in the Tribune last year—more than in all the other Chicago papers put together. Unmatched, also, is the Tribune's record of advertising results. It out-pulls other Chicago papers 3 to one, 4 to one, even 15 to one—evidence of a selling FORCE which is uniquely the Tribune's in Chicago!

